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ABSTRACT

This report addresses the selection, training, and utilization of Navy Recruit Company Commanders (Recruit Training Instructors). It represents one in a series of reports concerning the optimization of Navy Recruit Training to meet the needs of the post-1980 period. The report provides a comprehensive review of the Navy's Recruit Company Commander program, including mission and organization; selection criteria and procedures; career benefits and incentives; training approach and content; and duties and functions. A comparison is drawn between the Navy's Company Commander program and similar programs of the Army, Air Force, Marine Corps, and Coast Guard. Recommendations for the optimization of the Navy Company Commander (Recruit Training Instructor) programs are provided, including a proposed standardized training school curriculum. Descriptions of such programs in the other branches of the Armed Forces are appended. (Author/CT)

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TAEG Report No. 62

SELECTION AND TRAINING OF NAVY RECRUIT COMPANY COMMANDERS

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Training Analysis and Evaluation Group

September 1978

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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This report addresses the selection, training, and utilization of Navy Recruit Company Commanders (Recruit Training Instructors). It represents one in a series of reports addressing the optimization of Navy Recruit Training to meet the needs of the post-1980 period. The report provides a comprehensive review of the Navy's Recruit Company Commander program, including mission and organization; selection criteria and procedures; career benefits and incentives; training approach and content; and duties and functions. A comparison is drawn

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between the Navy's Company Commander program and similar programs of the Army, Air Force, Marine Corps, and Coast Guard. Recommendations for the optimization of the Navy Company Commander (Recruit Training Instructor) program are provided, including a proposed standardized training school curriculum.

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FOREWORD

This study was prepared in response to a task assigned by the Chief of Naval Education and Training to provide information, observations, conclusions, and recommendations regarding selection, training, and utilization of Navy Recruit Company Commanders. The study was begun in January 1978 and completed in June 1978. The task represents one aspect of a continuing Training Analysis and Evaluation Group effort designed to optimize Navy recruit training to meet the requirements of the post-1980 period.

Appreciation is extended to the following personnel for their interest and generous assistance in the development of this report: CDR R. D. Bland, Training Officer, U.S. Coast Guard Training Center, Cape May, NJ; CDR J. M. Bowen, Chief, Training Division, U.S. Coast Guard Training Center, Alameda, CA; SFC Daniel D. Brown, Chief, U.S. Army Drill Sergeant School, Fort Knox, KY; MAJ W. C. Fite, Recruit Training Officer, Headquarters, U.S. Marine Corps, Washington, D.C.; and MAJ B. G. Dunn, Chief, Training Division, U.S. Air Force Basic Military Training School, Lackland AFB, TX.

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SECTION I

INTRODUCTION

In response to a requirement of the Chief of Naval Education and Training (CNET),[1] the Training Analysis and Evaluation Group (TAEG) initiated a study designed to provide recommendations for optimizing the Navy's recruit training programs to meet the needs of the post-1980 period. The initial effort of this project, completed in May 1976,[2] incorporated an assessment of the current recruit training and provided a basic design for its optimization. Currently underway is an expansion of the original study providing an optimized recruit training program. In addition, the CNET tasked TAEG to address the selection and training of Navy Recruit Company Commanders.[3] This report presents the findings of the study conducted in response to the latter task.

BACKGROUND

The Navy Recruit Company Commander plays a major role in providing the orientation and indoctrination of newly enlisted personnel into the Navy. He is the first contact the recruit has with Navy life, and it is vitally important that first impressions on newly enlisted personnel be made by high-quality and well-trained petty officers. Throughout his Navy career, the individual will draw on lessons learned while at the Recruit Training Command. This requires that the Company Commander be carefully selected and trained to meet the critical demands of this function.

PURPOSE OF THE STUDY

The purpose of this study is to examine the present Navy Recruit Company Commander Program and to develop recommendations for the optimization of the program to meet the needs of Navy recruit training in the post-1980 period.

APPROACH

An analysis was conducted of pertinent instructions, regulations, curricula, and literature relating to the Navy Recruit Company Commander Program and to similar programs of the Army, Air Force, Marine Corps, and Coast Guard. Specific data were collected, through a questionnaire technique (see appendix A), relating to the other Service recruit training instructor programs. In addition, visits were made by TAEG representatives to Navy, Army, Air Force, Marine Corps, and Coast Guard recruit training activities.

Summary descriptions of the Navy Recruit Company Commander Program and the similar programs of the other Services and the Coast Guard were prepared. An

[1] CNET ltr Code 33 of 21 April 1975.

[2] D. R. Copeland, J. M. Henry, D. V. Mew, and C. C. Cordell. Navy Recruit Training Optimization, Post-1980; Phase I: Current Assessment and Concept for the Future. TAEG Report No. 34, May 1976. Training Analysis and Evaluation Group, Orlando, FL.

[3] CNET ltr Code N-211 of 19 January 1978.

analysis was made of procedures and practices used by the Navy and compared to those of the other Services. Trends and new approaches to Navy and other Service recruit training and recruit training instructor selection, training, and utilization were considered. The current Navy Company Commander Schools' curricula were examined in terms of content and standardization.

From these analyses, a series of recommendations for optimizing the Navy Company Commander Program were developed, supplemented with a proposed procedure for selection and screening of Company Commander candidates, and a proposed standard curriculum for all Navy Company Commander Schools.

ORGANIZATION OF THE REPORT

In addition to this Introduction, three other sections are included in this report. Section II presents a description of the present Navy Recruit Training Instructor (Company Commander) Program, addressing mission, organization, selection and screening, career benefits and incentives, training, duties and functions. Comparisons are drawn between the Navy and other Services in each of these categories.

Section III provides recommendations for the optimization of the Navy Recruit Training Instructor Program to meet the needs of the post-1980 period. Section IV incorporates proposals for a standardized Recruit Training Instructor (Company Commander) School curriculum.

In addition, nine appendices are provided. Appendix A contains the questionnaire used for collection of data. Appendices B through E provide descriptions of the Army, Air Force, Marine Corps, and Coast Guard Recruit Training Instructor Programs, respectively. Appendix F lists the Navy Instructor School curriculum. Appendix G describes the current curricula of the three Navy Recruit Training Instructor Schools. Appendix H provides a proposal for the selection and screening of Navy recruit training instructors. Appendix I describes a proposed Recruit Training Unit Instructional Techniques training topic.

SECTION II

DESCRIPTION OF THE CURRENT NAVY RECRUIT TRAINING INSTRUCTOR PROGRAM AND COMPARISON WITH RECRUIT TRAINING INSTRUCTOR PROGRAMS OF THE ARMY, AIR FORCE, MARINE CORPS, AND COAST GUARD

This section describes the Navy's Recruit Training Instructor (RTI) Program, in regard to selection, training, and the duties of the personnel assigned to the program, and compares the Navy's RTI program to similar programs conducted by the Army, Air Force, Marine Corps, and Coast Guard.

TERMINOLOGY

Recruit Training Instructors are designated by different titles within the various Department of Defense (DOD) Services and the Coast Guard. The equivalent of the Navy Company Commander is the Army's Drill Sergeant, the Air Force's Military Training Instructor, the Marine Corps' Drill Instructor, and the Coast Guard's Company Commander. For the purposes of this study, the term Recruit Training Instructor (RTI) is used as a generic designator, with specific services identified as follows:

Navy: RTI(N)
Army: RTI(A)
Air Force: RTI(AF)
Marine Corps: RTI(MC)
Coast Guard: RTI(CG)

The Navy, Army, Air Force, Marine Corps, and Coast Guard are identified collectively as "the Services."

MISSION

The mission of the RTI(N) program is to select and train middle and upper level petty officers to effectively function in Navy Enlisted Classification (NEC) 9508 (Recruit Company Commander). The training program must provide the RTI(N) with instruction and supervised practice which will lead to the acquisition of specific skills -- those of leading, training, supervising, and counseling recruits and performing related administrative tasks.

The missions of the Army, Air Force, Marine Corps, and Coast Guard RTI programs are essentially the same as that of the Navy.

ORGANIZATION OF THE RTI(N) PROGRAM

Overall direction and control of the RTI(N) program is exercised by the Chief of Naval Education and Training (CNET) N-2. Training and utilization of RTIs is a function of the Chief of Naval Technical Training (CNTECHTRA) N-6 and is conducted at the three Navy Recruit Training Commands (RTCs) located at Orlando, Florida; San Diego, California; and Great Lakes, Illinois.

The organizational structure of a typical Navy RTC, relating to RTIs, is shown in figure 1. Each RTC is responsible for the training and utilization of

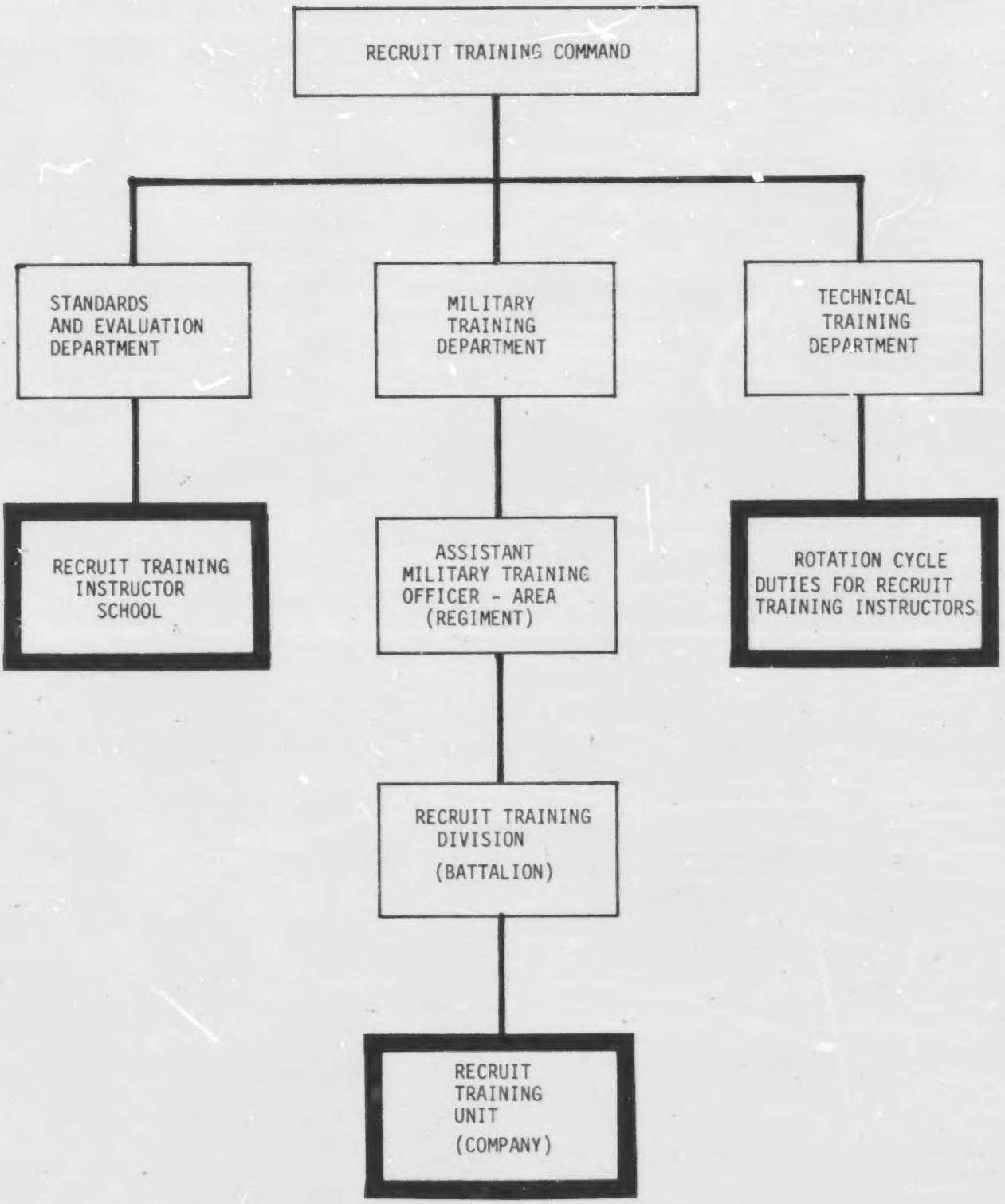
RECRUIT TRAINING COMMAND
STANDARDS AND EVALUATION DEPARTMENT
MILITARY TRAINING DEPARTMENT
TECHNICAL TRAINING DEPARTMENT
RECRUIT TRAINING INSTRUCTOR SCHOOL
ASSISTANT MILITARY TRAINING OFFICER - AREA (REGIMENT)
ROTATION CYCLE DUTIES FOR RECRUIT TRAINING INSTRUCTORS
RECRUIT TRAINING DIVISION (BATTALION)
RECRUIT TRAINING UNIT (COMPANY)

Figure 1. Navy Recruit Training Command Organization Relating to Recruit Training Instructors (Typical)

RTIs assigned to it. Although minor differences exist in the organization of the RTCs, the RTI(N) School is normally a function of the Standards and Evaluation Department. Following training and qualification, RTIs are assigned to a Training Division of the Military Training Department for further assignment to a Recruit Training Unit (RTU). Upon completion of an initial series of RTU assignments, the RTI enters a rotation cycle in which he will occupy a billet in any of the several departments of the RTC for which he is qualified. He then returns periodically to RTU duty.

Recruit Training Units are made up of 60 to 90 trainees, with an average complement of approximately 80. Two RTIs are normally assigned to each RTU.

Direction, control, and implementation of RTI programs within the other Services are compared in table 1.

A comparison of recruit organizational structures of the various Services at the operational level is presented in table 2. Apart from differences in RTI nomenclature and organizational designations, the following observations are made:

The Navy instructor/trainee (I/T) ratio is exceeded only by the Coast Guard. Occasionally the Navy I/T ratio reaches 1:80. These high ratios have obvious implications for the management of recruits, including reduced personal contacts between RTIs and individual recruits.

The Navy Division, with 12 RTUs assigned, is tasked with the supervision of far more RTIs and recruits than similar units in the other Services. The large number of RTI and recruit personnel supervised by the Division staff reduces its capability to provide guidance and assistance on an individual basis and limits the interface of recruits with middle management personnel, especially officers.

SELECTION OF RECRUIT TRAINING INSTRUCTORS

The selection of Navy RTI candidates and their assignment to RTCs for training and utilization are functions of the Chief of Naval Personnel (CHNAVPERS).

The basic criteria for selection of RTIs are defined in the Enlisted Transfer Manual (TRANSMAN).[4] Volunteers are desired; however, when insufficient numbers of volunteers are available to meet the needs of the Navy, qualified nonvolunteers are nominated and selected. The Navy RTI selection and training process is outlined in figure 2.

Candidates for RTI(N) assignment are selected from two sources--volunteers from Navy units and nominees of NAVPERS or of their Commanding Officers. Command participation in the RTI screening and selection process is exercised to assure that only highly qualified petty officers are assigned. Concurrent with issuance of permanent change of station (PCS) orders to this type duty, CHNAVPERS notifies Commanding Officers/Officers-in-Charge, via speedletter, that specific individuals within their activities are tentatively being assigned as RTI's.

[4] NAVPERS 15909B, Chap. 10, Ch. No. 20, 9 Sep 1977

TABLE 1. COMMAND, CONTROL, AND IMPLEMENTATION OF DOD/DOT (CG) RECRUIT TRAINING INSTRUCTOR PROGRAMS

ITEM	NAVY	ARMY	AIR FORCE	MARINE CORPS	COAST GUARD
Direction/ Policy	Chief of Naval Education and Training (CNET)	Training and Doctrine Command (TRADOC)	Air Training Command (ATC)	Headquarters Marine Corps (HQMC)	Commandant Coast Guard (COMDT-CG)
Functional Control	Chief of Naval Technical Training (CNTECHTRA)	NA	NA	NA	NA
Training/ Utilization	Recruit Training Commands (RTCs)	Army Training Centers (ATCs)	Basic Military Training School (BMTS)	Marine Corps Recruit Depots (MCRDs)	Training Centers (TRACENs)

TABLE 2. COMPARISON OF RECRUIT TRAINING ORGANIZATIONAL STRUCTURES

ITEM	NAVY	ARMY	AIR FORCE	MARINE CORPS	COAST GUARD
Title of Recruit Training Instructor	Recruit Training Instructor (RTI) (Company Commander)	Drill Sergeant (DS)	Military Training Instructor (MTI)	Drill Instructor (DI)	Company Commander (CC)
Recruit Training Unit Designation	Training Unit (Company)	Platoon	Flight	Platoon	Company
Average No. of Recruits Assigned	80	44	50	75 male 50 female	50
No. RTIs Per Recruit Unit	2	3	2	3	1
Instructor (RTI)/ Trainee Ratio	1:40	1:15	1:25	1:28 male 1:16 female	1:50
Supervisory Unit Title	Division (Battalion)	Company	Section	Series	Battalion
No. RTUs Supervised	12	4	5	4	4
No. Recruits Per Supervisory Unit	960	176	250	300 male 200 female	200

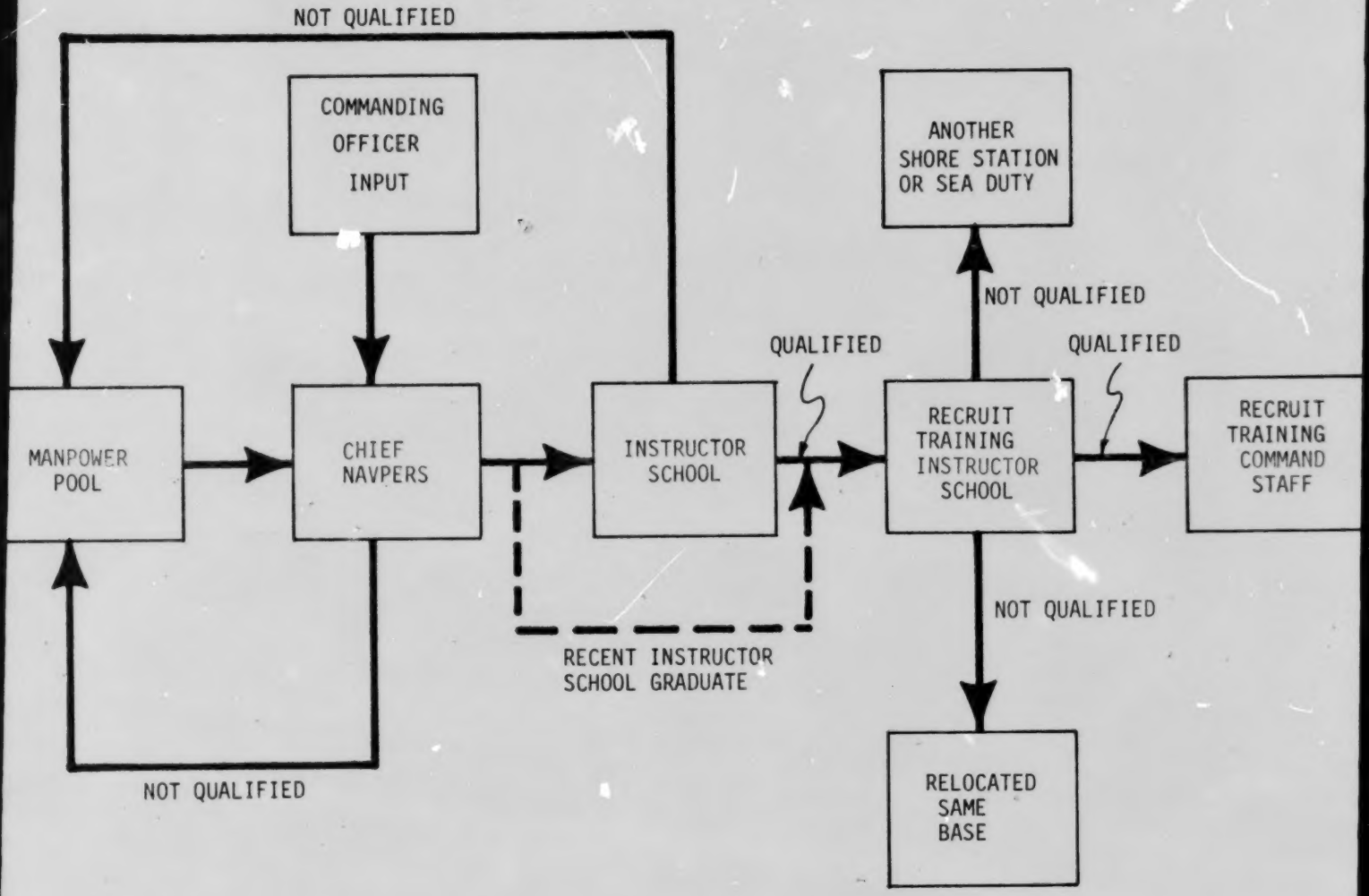

Figure 2. Recruit Training Instructor Selection and Training Process

Enclosed with each speedletter is a Commanding Officer's Screening Interview Checklist. Within 10 working days of receipt, the Commanding Officer, Officer-in-Charge, or Executive Officer is required to personally interview the individual(s) concerned, complete and sign the checklist, and return it to CHNAVPERS (PERS-5021).[5]

GENERAL QUALIFICATIONS. RTI(N) volunteers or nominees are required to meet the following qualifications:[6]

- Paygrade E-5 or above[7]
- At least 21 years of age
- Demonstrates outstanding leadership capability and sensitivity to the needs of minority personnel
- Emotionally stable, able to maintain self-control under all circumstances
- Reliable, capable of above-average performance with minimum supervision
- Mature, having demonstrated a sense of and an acceptance of responsibility
- Wears and maintains uniforms in a manner befitting a petty officer
- Without speech impediment, enunciates properly
- Possesses sense of humor and forcefulness appropriate for RTI duty
- Persuasive in conveying ideas and information orally and in writing
- Demonstrates initiative and the ability to convince others to accept his/her ideas
- Clear service record (no convictions by court-martial or nonjudicial punishment (NJP) during the past 36 months)
- No convictions of any civilian or military offenses involving moral turpitude or negligence
- Possesses financial stability, ability to meet financial obligations
- No evidence of intemperate use of alcohol

[5] Ibid

[6] Ibid

[7] Females in paygrade E-4 may be accepted.

- No personal hardships, marital problems, or family health problems which, on a continuing basis, would require absence from duty status, or which would adversely affect his/her performance
- A favorable Entrance National Agency Check (ENT-NAC), or final NAC, or NAC Inquiry, as applicable, prior to assignment
- Possesses performance evaluations over the past 3 years warranting recommendation for RTI(N) duty.

PHYSICAL QUALIFICATIONS. In addition to general qualifications, volunteers or nominees are required to possess physical qualifications as follows:

- No recurring minor illness requiring frequent visits to sick call
- No debilitating conditions which would restrict performance of duty as a RTI
- Does not exceed the weight limitations as specified in BUPERSINST 6100.2B
- Possesses the physical stamina required to undergo and conduct rigorous physical training.

COMPARISON OF RTI QUALIFICATIONS. The comparison of Navy RTI selection procedures with those of the other Services reveals a common interest in the recruitment of highly qualified candidates. A review of general qualifications for prospective RTI candidates is provided in table 3. Additional comments are as follows:

Rank/Rate/Paygrade. The acceptance of candidates in the paygrade of E-4 by the Marine Corps and the Air Force greatly increases the manpower pool from which RTI candidates are selected. The relative lack of experience of these personnel requires close screening of their qualifications but aids in the recruitment of younger, vigorous RTIs.

Rating/Military Occupational Specialty (MOS)/Air Force Specialty Code (AFSC). The Services do not restrict the selection of RTI candidates in regard to rating/MOS/AFSC, although priority is given to some categories. This relative lack of restrictions suggests that criteria other than military specialty are considered more important in RTI selection.

Physical Profile. Only the Army and Air Force specify physical profiles which are described as follows:

Category	Army	USAF
P - General Physical Condition	2	1
U - Upper Extremities	2	2
L - Lower Extremities	2	1
H - Hearing	2	2
E - Eyes	2	2
S - Sanity (Psychiatric)	1	1

Note: 1 = Normal
2 = Minor physical defects (e.g., wears glasses)

TABLE 3. QUALIFICATION CRITERIA FOR RECRUIT TRAINING INSTRUCTORS

	Navy	Army	USAF	USMC	USCG
RANK/RATE/PAY GRADE	E-5 to E-9 (Females from E-4)	E-5 to E-7 (Females from E-4)	E-4 and above	E-4 to E-7	E-6 and E-7 (E-5)[1]
AGE	Minimum 21	Not specified	Maximum 40 for E-6 and below	21 to 35[1]	Not specified
SEX	Male & Female	Male & Female	Male & Female	Male & Female	Male & Female
RATINGS/MOS/AFSC	All ratings	Priority to Combat Arms & selected MOSs	All AFSCs	All MOSs	Appropriate to duty
PHYSICAL PROFILE	General good health; No disabilities	2 2 2 2 2 1 (PULHES)[2]	1 2 1 2 2 1 (B) (PULHES)[2]	Suitable for rigorous duty	Not specified
WEIGHT	BUPERS 6100.2B	AR 501	AFR 35-11	MCO 1326.6	Not specified
SPEECH	No defects	No defects	Good speaking voice	Implied no defects	No defects
DISCIPLINARY RECORD	No court-martials or NJP for past 36 mos.	No court-martials or NJP within 3 yrs.	No court-martials No NJP	No court-martials Maximum 2 NJP (1 in past 12 mos.)	No court-martials within 5 yrs. No NJP within 2 yrs.

[1] Waivers considered

[2] Defined page 16

TABLE 3. QUALIFICATION CRITERIA FOR RECRUIT TRAINING INSTRUCTORS (continued)

	Navy	Army	USAF	USMC	USCG
PERFORMANCE EVALUATIONS	Past 3-yr record warranting recommendation	Appropriate for duty. Upper half of career field group	Last 5 APRs ratings 8-9 (of 9)	Appropriate for duty	Not below 3.4 (of 4.0) for past 2 yrs.
EMOTIONAL STABILITY	Required - C.O. evaluation	Required - Medical records check	Required - Medical evaluation	Required - C.O. & psychiatric evaluation	Required - TRACEN neuropsychiatric staff evaluation
LEADERSHIP/INSTRUCTOR EXPERIENCE	Desired	Demonstrated leadership ability	Ability to lead verified	Required	Demonstrated interest in teaching others
EDUCATION LEVEL	Not specified	High school graduate	High school graduate	High school graduate	Not specified
APTITUDE TEST SCORE	Not specified	Not specified	GATB G60 (waiver to G50)	GCT 90 or above	GCT 55
NATIONAL AGENCY CHECK (NAC)	Initiated or completed	Not specified	Not specified	Not specified	Eligible for security clearance
FINANCIAL STABILITY	Required	Not specified	Required	Required	Not specified

Candidates must meet physical stamina requirements as follows:

- Navy. Expected to meet the standards of the aerobic conditioning program prescribed for all fleet personnel (OPNAVINST 6110.1).
- Army. Must pass the Basic Fitness Test with a baseline score of 300 (if under 40 years of age) (AR 600-9).
- Air Force. Must be able to lift 70 pounds; must have physical ability to supervise recruits on a 24-hour basis and stamina sufficient to endure training activities and ceremonies under adverse climatic conditions (AFR 35-11).
- Marine Corps. Must not experience unusual difficulty in passing the physical fitness test for his/her age group. Must be physically qualified for the exceptional rigors of drill instructor duty (MCO 1326.6).

Weight. Weight proportional to height and/or frame is emphasized by the DOD services, both from the standpoint of military appearance and as a reflection of physical condition and stamina. The Air Force requires that photographs (male, front and side view; female, 45 degree angle) be submitted with all applications, as an indicator of compliance.

Throughout the Marine Corps there is a very strict regimen regarding physical fitness and weight control; therefore, this Service experiences little difficulty in this respect with Drill Instructor candidates. The Navy, Army, and Air Force find this a continuing problem. As a result, each is exploring methods for closer screening and stricter controls in the selection process.

Disciplinary Record. In addition to the requirements shown in table 3, any conviction, military or civilian, for moral turpitude is unacceptable by all the services.

Performance Evaluations. For Navy RTI candidates no mark in performance evaluations less than SUU (superior to most, upper) is acceptable. However, waivers may be granted upon recommendation of commanding officers.

Aptitude Test Scores. The General Classification Test/General Aptitude Test Battery (GCT/GATB) scores specified by the Air Force, Marine Corps, and Coast Guard cannot be used as a basis of comparison, since they are based on different scales.

Since January 1976, the DOD has used the Armed Services Vocational Aptitude Battery (ASVAB) for entering personnel from which is derived an Armed Forces Qualification Test (AFQT) score which is standard throughout DOD.[8] In the event

[8] Navy Recruiting Manual - Enlisted, COMNAVCRUITCOMINST 1130.8A.

that a Navy aptitude score is considered as a criteria for RTI(N) candidates, an acceptable minimum score would need to be established in terms of GCT or AFQT scores.

SCREENING PROCEDURES. Procedures for the screening of RTI candidates by the Navy and other Services are shown in table 4. In addition to these data, the following suppplementary information is offered:

. Physical Examinations. With the exception of the San Diego RTC, which conducts a full physical examination of RTI(N) candidates, the Navy does not normally conduct such an examination, unless it is considered necessary, relying primarily on medical record checks.

. Physical Fitness Tests. Physical fitness is tested by the Navy through the aerobic conditioning program and the requirement to meet the standards of the recruit physical conditioning program. The Army has its own "Baseline" Basic Physical Fitness Test, under which candidates must qualify. The Air Force and Marine Corps use physical fitness tests which emphasize stamina and endurance.

. Psychological/Psychiatric Examinations. The Air Force is currently conducting annual psychological testing of working RTI(AF)s to determine the mental effect of the assignment over a period of time.

. Interviews. All the Services require that each RTI candidate be interviewed by his Commanding Officer prior to selection. The results of this interview are documented by submission of a "Commanding Officer's Screening Interview Checklist," or by a statement of recommendation, if appropriate, to the selection authority. The Marine Corps, in some instances, makes use of Screening Interview Boards composed of officers and enlisted personnel who have served at recruit depots, and/or screening teams from the recruit depots.

. Selection Chain-of-Command Review. In the Navy, selection is a function of CHNAVPERS, with input from the RTI candidate's unit of origin. CNET and CNTECHTRA, who possess command responsibility for RTCs, and the RTCs themselves, which conduct RTI training and employ the graduates, do not at present have a role in RTI selection. The RTCs, however, have the responsibility of eliminating candidates found to be unqualified or unsuitable, although this opportunity occurs after the individuals have completed Instructor School on a temporary-duty-for-instruction basis, and have arrived at the RTC on a permanent change of station basis. This system tends to discourage attrition of RTI candidates at the RTC because of the time and effort expended to this point.

The Air Force and the Marine Corps have incorporated their training center/depots into the review cycle, and each performs a review of the candidates qualifications prior to selection.

PROFILE OF THE TYPICAL RECRUIT TRAINING INSTRUCTOR

A comparison of the characteristics of the typical male and female Navy RTI

TABLE 4. PROCEDURES FOR SCREENING CANDIDATES FOR RECRUIT TRAINING INSTRUCTOR ASSIGNMENT

	NAVY	ARMY	USAF	USMC	USCG
SERVICE RECORDS	NAVPERS Unit of Origin RTC Staff	Unit of Origin ATC Staff	Unit of Origin BMTS Review	MILPERCEN Review USMC Depot Staff	Unit of Origin TRACEN Staff
MEDICAL RECORDS	Unit of Origin RTC	Unit of Origin TRACEN	Unit of Origin BMTS	Unit of Origin MCRD	At TRACEN
PHYSICAL EXAM	San Diego RTC only	Unit of Origin or TRACEN	BMTS-Annual	Unit of Origin	Not specified
PHYSICAL FITNESS TEST	AT RTC	AT TRACEN	AT BMTS	At MCRD	Not specified
PSYCHOLOGICAL/ PSYCHIATRIC EXAM	Not specified	Not specified	Unit of Origin Psychiatrist/Psychologist or Physician BMTS Annual Testing (MMPI, Cattell 16 PF, Blum Sentence Completion)	Unit of Origin Physician MMPI (SDO) Taylor-Johnson Temperamental Analysis (PI)	TRACEN Neuro-Psychiatric staff and Chaplain
PERSONAL/FAMILY HARDSHIP	Unit of Origin	Not specified	Not specified	Unit of Origin	Not specified
FINANCIAL STABILITY	Unit of Origin	Not specified	Unit of Origin	Unit of Origin CO Evaluation	Not specified
INTERVIEWS	CO/XO or OIC	CO Medical Officer ATC CO/1st Sgt ATC Medical Personnel	Unit & Base Commanders Medical Officer Psychiatrist/Psychologist	CO Medical Officer Depot Screening Team Depot Psychiatrist	Commanding Officer TRACEN Military Indoctrination Staff TRACEN Neuro-Psychiatric Staff TRACEN Chaplain
SELECTION CHAIN- OF-COMMAND REVIEW	Not specified	Not specified	Records review by BMTS	Screened by MCRD	Not specified
FINAL AUTHORITY FOR SELECTION	CHNAVPERS	HQ, Department of Army	AF Military Personnel Center	Headquarters, Marine Corps	Commandant, USCG

and of the typical male RTI of the other Services is provided in table 5.

TOUR LENGTH

The minimum tour length for Navy RTIs is 36 months, or the normal shore tour length for the individual's rate/NEC, whichever is longer.

The Air Force and Coast Guard also specify a 3-year tour, while the Army and Marine Corps require a 2-year tour of RTI duty. Each Service has provisions for extending such tours, usually for an additional year. The Army RTI normally serves only one tour while in the same paygrade.

ASSIGNMENT BENEFITS AND CAREER INCENTIVES

The services all recognize the RTI assignment as demanding duty. In order to make the assignment more desirable, and thereby attract the high quality volunteers needed for the duty, various incentives and benefits are provided. Table 6 summarizes these benefits. Additional comments are as follows:

CHOICE OF ASSIGNMENT. The opportunity to have a voice in the selection of his next duty assignment has always been a strong incentive to the serviceman. In 1977, the Navy initiated a policy offering a limited number of guaranteed follow-on assignments to RTIs completing their tour of duty.[9] Each RTC may recommend a maximum of 12 RTIs per year, at the discretion of the commanding officer. This procedure affects roughly 3.5 percent of the approximately 1,012 RTIs currently on duty. Options available include ship/ship type, homeport/coast of choice, type duty, and/or overseas areas of preference.

PROMOTION PROSPECTS. Because of the stringency of selection criteria, RTIs who perform well in their assignment fall into one of the more eligible groups of candidates for promotion consideration. Current Navy instructions, however, do not address this subject.

LEADERSHIP EXPERIENCE. By the nature of the duty, RTI assignment provides an exceptional opportunity to acquire skills and experience in group leadership. All of the Services, particularly the Army and Marine Corps, regard this duty as an important element in the RTIs career development. For the Navy RTI, it provides an opportunity to gain competence in a different type of leadership than that of the work center supervisor role he normally plays.

PRESTIGE. In general, RTI assignment is considered as a source of high prestige and increased peer status to those individuals who are successful in the duty.

RECOGNITION OF OUTSTANDING PERFORMANCE. CNTECHTRAINST 1650.2 authorizes a procedure by which an outstanding RTI at each RTC may be selected as Recruit Company Commander of the Quarter. Such selection is rewarded by a special evaluation, public recognition, a 3-day weekend, and status as an automatic, preferred nominee to the Guaranteed Reassignment Board at each RTC. The selectee will also be considered for selection as Recruit Company Commander of the Year of the RTC to which he is assigned. This selection is rewarded by nomination for the Navy Achievement Medal, a duty-free month, and other recognition.

[9] CHNAVPERS msg R171630Z February 1977

TABLE 5. PROFILE OF THE TYPICAL RECRUIT TRAINING INSTRUCTOR

	NAVY		ARMY	AIR FORCE	MARINE CORPS	COAST GUARD
	MALE	FEMALE*				
Rank/Rate/Paygrade	E-6 - E-7	E-5	E-6	E-5	E-5 - E-6	E-6 - E-7
Age	36	29	28	26	22-26	26-32
Years Military Service	16-18	10.6	8-9	8	6	8-15
Education Level (years)	12	12.4	12.5	12	12	12-14

*Data on Female RTIs of other Services was not available.

TABLE 6. CAREER BENEFITS AND INCENTIVES FOR RECRUIT TRAINING INSTRUCTORS

	NAVY	ARMY	USAF	USMC	USCG
SPECIAL DUTY ALLOWANCE (SDA)	$50 Monthly *	$50 Monthly *	$50 Monthly *	$50 Monthly *	$30 Monthly
SPECIAL CLOTHING ALLOWANCE/ISSUE	$138.50 one-time allowance	4 sets fatigues 4 summer uniforms 1 pair boots 1 pair shoes 2 campaign hats	Uniform Issue For males - value $102; females - value $51	Organizational clothing including 6 sets utilities, 6 short sleeve shirts, 6 pairs trousers	One-time allowance $80
FREE LAUNDRY SERVICE	None	For fatigues (weekly)	None	For organizational clothing	None
CHOICE OF ASSIGNMENT AFTER RTI DUTY	Limited to 12 per RTC annually	No, except DS of the Year. Special consideration for instructor duty	Not specified	Authorized choice of type of duty, duty station, a specific geographic area	Command support for desirable assignments
PROMOTION PROSPECTS	Not documented	Special consideration implied	Special consideration implied	Regarded as highly qualified after tour Selection Board statement or points given	Not specified
SPECIAL BADGES, REGALIA, AND ATTIRE	RTI Badge Aiguillette	Campaign Hat DS Badge	Campaign Hat Instructor Badge	Campaign Hat	Aiguillette
OTHER BENEFITS AND INCENTIVES	Leadership experience	Peer status Service prestige Stabilized tour Career benefits	Leadership position Job satisfaction Stabilized tour Job-related training	Career development Prestige	Leadership experience Prestige

* After 1 October 1978, SDA pay will increase to $75 after 6 months duty, to $100 after 12 months duty.

The Army also has a Drill Sergeant of the Year award but makes the selection from all Army RTCs. The selectee for this award is appointed to serve as an advisor to the Headquarters, U.S. Army Training and Doctrine Command (TRADOC) and performs a valuable service in providing coordination between TRADOC and the Army's training centers.

CNTECHTRAINST 1650.2 also authorizes the designation of Master Training Specialist (MTS) for those personnel who have excelled in the damanding assignment of Navy RTI. Such selection is rewarded by presentation of a Certificate of Accomplishment, distinctive name tags, and a statement included in the individual's next evaluation. The award is retained until the individual is detached from the RTC or is disqualified for not maintaining standards.

RTIs demonstrating outstanding performance are eligible for recognition under the Navy awards system, as addressed by SECNAVINST 1650.1E, CNETINST 1650.1A, and CNTECHTRAINST 1650.2. Awards authorized under the above directives include the Navy Commendation Medal, the Navy Achievement Medal, Letters of Commendation, and Certificates of Accomplishment.

OPPORTUNITIES FOR ADVANCED RTI TRAINING. The Air Force offers RTIs the opportunity to participate, on a part-time basis, in a program leading to qualification as a master instructor[10] and proposes to implement an advanced RTI course for senior RTIs in the near future.

TRAINING OF RECRUIT TRAINING INSTRUCTORS

The process of training personnel for duty as RTIs can be described in five stages: (1) Prerequisite training, which includes such training which is either required or considered desirable prior to reporting to the Training Center or Depot for RTI training, (2) preschool training, incorporating orientation and/or on-the-job practical experience prior to the formal RTI School start date, (3) school training, in most cases a prescribed course of instruction, (4) postschool training, consisting of on-the-job practical experience after completion of the school course, and (5) advanced/refresher training, offered to qualified RTIs. These divisions are not always clearly defined, however, and there is some overlap (see table 7).

PREREQUISITE TRAINING. The Navy requires that RTI(N) candidates successfully complete a 3.6 week Instructor School course, on temporary duty status, prior to reporting to the RTC. The Navy Instructor School course is designed to develop skills in classroom instruction and is oriented to the needs of the Navy's technical school instructors. (See appendix F for outline of curriculum.) These skills include the basis of Navy instructional methodology which must be applied during RTI training and, equally important for many, the training provides an opportunity to develop instructor confidence.

Navy RTI candidates are not required to complete Instructor School if they have previously completed the course and have successfully served as instructors.

PRESCHOOL TRAINING. This phase is concerned with the period of time between the RTI candidate's arrival at the RTC and his RTI School start date. The Navy RTC

[10] ATC Regulation 52-8

TABLE 7. COMPARISON OF NAVY AND OTHER SERVICE RECRUIT TRAINING INSTRUCTOR TRAINING

	NAVY	ARMY	AIR FORCE	USMC	COAST GUARD
Prerequisite Training	Instructor School (Approx. 3.6 wks)	Desired: Instructor Training; Leadership & Management Course (3 wks)	None	None	Instructor Training Desirable
Preschool Training	Orientation	On-the-job experience (1 to 60 days)	Orientation	None	None
RTI School	Formal course (4 or 5 wks)*	Lockstep: 6 wks Self-paced: 4 to 6 wks	Formal course (5 wks)	Formal course (Approx. 8 wks)	No formal school
Post-RTI School Training	Controlled practical application (Up to 2 wks)	Up to 60 days supervised OJT	60-150 days on-the-job under supervision	None	7-9 weeks OJT
Advanced and Future Training	Refresher course (as required)	None	Master Instructor training (Advanced MTI School planned)	None	None

* Depending on Location

provides an orientation for all reporting petty officers. RTI(N) candidates are usually assigned to temporary billets (see Duties and Functions, this section) pending start of RTI School.

The Army RTI candidate is assigned to work with a Recruit Training Unit, as an assistant RTI, for a period of up to 60 days, to observe and participate in the activities of the unit, under the supervision of a qualified RTI. The Air Force provides RTI candidates with a list of prescribed activities to be accomplished, within the limits of the time available. This list includes the checking of uniforms, familiarization with BMTS regulations, review of directives concerning RTI(AF) mission and responsibilities, and observation of/participation in the various phases of RTU activities.

RECRUIT TRAINING INSTRUCTOR SCHOOL. The formal training of Navy RTIs is conducted by Recruit Training Instructor Schools located at each of the three RTCs. These courses vary in length and, to a minor degree, in approach and content. The Orlando RTC course is 4 weeks, and the San Diego and Great Lakes courses are 5 weeks in length.

Differences in course lengths between the Services are not considered significant, since the curricula include varying amounts of service-specifc subject matter.

POST-RTI SCHOOL TRAINING. The final stage of Navy RTI training is conducted after graduation from RTI School and consists of observation and on-the-job experience with RTUs (controlled practical application (CPA)) after assignment to a training division. During this period, the RTI(N) will complete the requirements of the Personnel Qualification Standard (PQS).

Since the Coast Guard has no formal RTI School, RTI(CG) candidates are required to complete 7 to 9 weeks of supervised study and observation of recruit training units as on-the-job training. A checkoff form is used to insure completion of the required activities.

Although the Army RTI graduate is normally assigned as an assistant RTI for up to 60 days, he is considered fully qualified and can, if necessary, be assigned immediately to lead a training unit.

Marine Corps RTIs do not undergo additional training following completion of RTI(MC) school but are assigned directly as a team member to recruit training duty.

ADVANCED/REFRESHER TRAINING. Refresher training is provided for RTI(N)s who have not supervised recruit training for a period of time.

Only the Air Force offers advanced RTI training. Instruction on a part-time basis is offered, leading to qualification as a master instructor, subject to the completion of other requirements. At the present time, the Air Force is developing an advanced course for senior RTIs to improve skills in recruit training.

RTI SCHOOL CURRICULA

The Navy RTI school curriculum is presently not standardized across the

three RTCs. Each RTC has sought to implement the basic CNTECHTRA curriculum in a manner considered most appropriate and effective for its needs. The resulting curricula, as established by a review of current master schedules, cover essentially the same subject matter, but vary in topic designations and in the amount of time allocated to the various subject areas. These variations reflect not only differing approaches by the three RTCs but also their individual responses to the frequent changes imposed upon both RTI training and the related recruit training requirements. Appendix G provides a summary of the RTI curricula at each RTC.

A comparison of general categories of instruction of Navy RTI schools with instruction provided by the other Services (except Coast Guard, which has no formal school) is shown in table 8. In order to simplify the comparison, certain techniques were used and assumptions made, which are as follows:

. Differences in the number of periods allocated to various subject areas by the three Navy RTI Schools are expressed as a range of "maximum" to "minimum" periods. The typical period of instruction is 40 to 50 minutes, with 10-minute breaks. Physical conditioning periods are usually 30 to 40 minutes in length.

. Total periods of instruction within categories reflect the sum total of topics which appeared most closely related to the category. However, topics of different schools with similar titles often vary in content and may overlap into other categories. Therefore, the comparison of categories can only be considered as an approximation.

. Although the Navy provides no RTI School training under the category Instructor Training, it should be noted that Navy RTI candidates have completed the prerequisite 3.6-week Instructor Training School leading to Navy Instructor qualification (NEC/9502).

. In the category Controlled Practical Application (CPA), that portion of such training which is conducted within the RTI School curriculum is separated from such training occurring after RTI School completion.

. The Army's "self-paced" RTI School course could not be used for comparative purposes, since there are no specified number of periods allocated to course topics. For this reason, only the Army "lockstep" course was used in the analysis.

. Certain of the topics included in the other Service curricula are service-unique, and therefore are not considered in the comparison. These include:

.. Army:

Rifle marksmanship	26 periods
Weapons and tactics	23 periods
Combat skills	5 periods

.. Marine Corps:

Marksmanship/Weapons Mechanical Training	15.5 periods
Individual combat training	39.5 periods

TABLE 8. COMPARISON OF NAVY AND OTHER SERVICE RTI SCHOOL CURRICULA

SUBJECT AREA	PERIODS OF SIMILAR INSTRUCTION				
	NAVY[1]		ARMY TOTAL[2]	AIR FORCE TOTAL[2]	MARINE CORPS TOTAL[2]
	MINIMUM	MAXIMUM			
Orientation to Recruit Training	27	44	21	9	32
Leadership, Counseling, & Human Resource Management	17	36.5	34	20	34.5
Recruit Unit Supervision	18	23	0	10	36.5
Housekeeping, Uniforms, & Personal Hygiene	18	27	0	2	0
Military Drill	33	41	33	38	75-77
Physical Conditioning	13	21	32	18	40
Administrative, Testing, & Critiques	15	32	33	27	50
Instructor Training	(See Note 3)		37	71	6
Controlled Practical Training (CPA)[4]	0	48[5]	0	0	37.5 Male 63.5 Female

[1] Minimum and maximum periods are based on differences between Navy RTI Schools.

[2] Service-specific subjects not included.

[3] 140 hours in Instructor School.

[4] CPA after school completion not included.

[5] Plus 75 hours apart from master schedule (Great Lakes).

Additional comments relating to table 8 are as follows:

. Leadership Training. Leadership training is of particular importance to Navy RTI training. The typical Navy petty officer is far more likely to be a work center supervisor than a "troop leader" because of the nature of fleet organization. For this reason, Navy petty officers entering RTI duties are faced with a different role than that with which they are accustomed in the fleet. An effective program must therefore provide the RTI candidate with the opportunity to learn, through practical experience, how to cope with his new environment and the demands of recruit training duty.

The Army and Marine Corps emphasize actual or simulated practical application of techniques to a greater degree than the Navy, which stresses theory.

The typical Navy recruit is subject to much anxiety associated with his transition from the civilian to the military environment. In his desire for approval and acceptance, he will look upon his RTI as a model for the behaviors which are to be emulated. Thus the RTI must be aware of the effect of his behavior, attitudes, and beliefs on this process, and must be taught to consciously demonstrate those desirable characteristics which are appropriate for a role model.

. Military Drill. The Services have traditionally placed emphasis on military drill, parades, and ceremonies in recruit training. This training has been considered essential to the establishment of military discipline, physical fitness, pride in the unit, and a military attitude.

Since drill and parades are seldom a function of fleet duty, the typical Navy RTI candidate has had little occasion to practice these skills. Most fleet formations are limited to small groups, such as divisional musters/quarters. This lack of experience on the part of the Navy RTI candidate requires intensive indoctrination and practice to provide him with the skills necessary for recruit drill and formation activities and to insure standardization in these procedures.

. Instructor Training. The 140 hours of Instructor School training received by Navy RTI candidates far exceeds that allocated by the other Services in their RTI schools and is more oriented toward classroom instruction than field instruction.

. Controlled Practical Application (CPA) ("Shadow Training"). This training is incorporated into the curricula of two Navy RTI schools--San Diego and Great Lakes; Orlando RTC provides such training after completion of RTI School.

. Lockstep vs. Self-Paced Instruction. Apart from the content of the curriculum, consideration was given to the instructional strategy employed. The present Navy training can be described as lockstep (or group-paced) in which students enter the school on a specific date, proceed through a scheduled series of classroom presentations, learning experiences, and practical exercises for a prescribed number of hours. This system makes no allowance for previously acquired knowledges or differences in individual learning speeds and provides little opportunity for individualized instruction.

The self-paced concept is characterized as an open-ended program, wherein students may begin on any day, or at the beginning of any phase, individually study, and be evaluated on a series of training tasks completed at their own speed. Self-study is accomplished through use of resource packages, audiovisual aids, and practical exercises. Credit for prior knowledge is established by passing performance or written pretests in those areas. When the student has satisfactorily completed all the prescribed modules, his training is complete, regardless of the length of time he takes (up to an established maximum).

A self-paced system has been tested by the Army and is now being implemented for the training of all Army RTIs (see appendix B). The system is reported to be more effective than lockstep, and the course completion time has been reduced from the former 6 weeks to as low as 13 days with the average being 4 weeks. Instructors and students who have completed both lockstep and self-paced RTI courses have been enthusiastic about the self-paced training.

DUTIES OF RECRUIT TRAINING INSTRUCTORS

PRETRAINING DUTIES. For administrative and scheduling reasons, there is usually a period of time before the individual reporting in for Navy RTI training actually begins formal school training. During this period he may be assigned to one of a number of billets within the RTC which do not require RTI qualification. Among these assignments, depending upon rate, are duty section watchstanding, Junior Officer of the Day, and reception center host. Since candidates have completed Instructor School and are qualified as Instructors (NEC 9502), they are frequently assigned as platform instructors, teaching basic subjects such as Navy history, seamanship, and other subjects with which they are knowledgeable. These personnel are considered an important source of manpower to alleviate the shortage of personnel needed to man the administrative and support billets within the RTC, especially during periods of high recruit input.

The Army and Air Force, however, use this period for orientation of RTI candidates to recruit training unit duty (see Pre-RTI School Training, this section).

RTI DUTY CYCLE. Upon completion of RTI School and CPA training, the newly qualified Navy RTI enters a rotational duty cycle. He leads a specified number of RTUs (usually three, back-to-back, depending on paygrade) and then is assigned to an administrative, instructor, or support billet within the RTC requiring RTI qualification, for approximately 4 to 5 months. Normally, he then rotates back to RTU duties. This cycle continues, insuring that each RTI leads a minimum number of RTUs during this tour, based upon his rate, as follows:

E-7 and below	9 Recruit Training Units
E-8	4 Recruit Training Units
E-9	2 Recruit Training Units

Female RTIs may be required to lead as many as 10 to 12 RTUs during their tour, because of the shortage of qualified female personnel.

Rotation assignments include:

- Within Training Divisions: Some Acting Division Officers (E-8, E-9), Leading Chief Petty Officers (LCPOs) (E-7, E-8), Masters at Arms (E-6, E-7), and Division Clerks (E-5, E-6)
- Platform Instructors
- Training Ship Mock-Up Instructors (except Great Lakes)
- Fire Fighting Instructors
- Military Training Office (MTO) staff
- Standards and Evaluation staff
- Recruit Training Instructor School staff
- In-Processing staff
- Apprentice Training School Instructors

The RTI rotational duty cycle program of the Navy is not characteristic of the other Services. RTIs in the other Services will, with few exceptions, serve only as recruit leaders during their tours (e.g., USAF RTIs may serve as academic instructors). The Navy RTI rotational duty cycle provides periodic relief from the long hours and physical and mental stresses of recruit duty. Other Services compensate for these circumstances in various ways--through shorter tours (2 years for the Army and Marine Corps), lessened workloads through assignment of more instructors to RTUs, reduced instructor/trainee ratios, and through direct support and assistance by training center/depot staff to RTIs in their training activities. These procedures serve to make the job of RTI less demanding, reduce stress, and provide the RTI with working conditions more comparable to those of peers in other assignments.

RECRUIT TRAINING UNIT DUTIES AND FUNCTIONS. When assigned to lead an RTU, the Navy RTI is responsible for the following duties and functions:

1. Receives and forms the RTU and provides an initial indoctrination

2. Organizes the administration of the RTU; selecting and instructing recruit petty officers; instructing unit on proper watchstanding procedures, liberty policy, and RTC/NTC regulations pertaining to recruit activities

3. Conducts and supervises administrative activities, including use of forms, records, and reports required for recruit training program

4. Monitors the current master training schedule, ensuring that the RTU is present for all scheduled activities

5. Establishes RTU discipline, in accordance with RTC standards of individual and group behavior, and initiates corrective action in instances of violations and deficiencies

6. Provides individual and group instruction of recruits in the following subjects:

- RTC Watchstanding
- Military Courtesy
- Personal Hygiene
- Barracks Orientation
- Barracks Sanitation
- Daily Routine
- Clothes Folding/Stowage
- Uniform Wearing
- Basic Military Drill
- Competitive System at RTC
- Bunk Makeup
- Recruit Training Unit Orientation
- RTC/NTC Rules and Regulations

7. Conducts or supervises recruit physical conditioning program

8. Prepares the RTU for evaluations and inspections

9. Provides guidance and counseling for recruits, referring them to appropriate activities for assistance with personal problems as necessary.

COMPARISON WITH OTHER SERVICES. The duties and functions of Navy RTIs are typical of their counterparts in the other services. Differences, where they exist, are primarily in emphasis and in the division of instruction--academic and field--between RTIs and subject/training area specialists. In general, when the instruction or training is not actually conducted by the RTI, he is present in a supervisory capacity.

SECTION III

RECOMMENDATIONS FOR THE OPTIMIZATION OF THE NAVY RECRUIT TRAINING INSTRUCTOR PROGRAM

This section provides recommendations designed to optimize the Recruit Training Instructor (RTI) program to meet the challenges of the post-1980 period. The purpose of these recommendations is to combine present practices with new approaches to provide a standardized RTI program across the three RTCs. The general recommendations presented in this section are supplemented with detailed proposals for RTI selection and screening (appendix H) and for a standardized RTI School curriculum (section IV). Specific recommendations and proposals which represent a significant change or addition to current practice, or a new proposal, are identified by an asterisk (*). The following recommendations, arranged in appropriate categories, are provided:

SELECTION OF RTI CANDIDATES

1. RTI candidate selection criteria, screening procedures, and the processing of applications and nominations should be revised and subsequently standardized in CHNAVPERS and CNTECHTRA instructions (see appendix H for proposal).

CAREER BENEFITS AND INCENTIVES

*2. Special duty assignment (SDA) pay should be increased to $150 upon completion of 2 years of primary duty as Recruit Training Instructor (NEC 9508) and contingent upon achievement of Master Training Specialist status (see Recommendation No. 8).

*3. A uniform maintenance/cleaning allowance should be established for RTIs, in addition to the present one-time special clothing allowance.

*4. Current reassignment detailing policies for RTIs successfully completing a tour of duty should be revised to permit a larger percentage of RTIs a choice of duty, station, and/or geographic area.

5. Duty as RTI should be officially recognized as an assignment which justifies special consideration for promotion.

*6. The award of the RTI badge and aiguillette should be continued, and a permanent device, such as a service ribbon, should be authorized upon successful completion of a tour of RTI duty.

7. The current program of publicity in Navy publications should be continued to promote prestige of the RTI assignment and to attract high quality volunteers.

*8. Selection of RTIs as Master Training Specialists (MTS) should be expanded to include all RTIs upon completion of a minimum period (e.g., 18-24 months) of satisfactory RTI duty and completion of advanced RTI training (if implemented; see following).

*9. A course for advanced training for RTIs with 18 to 24 months experience should be developed and implemented at the RTCs to introduce new procedures/techniques and to review and reinforce what is learned in the initial RTI training. This could be presented as a self-paced course (see Recommendation No. 17).

*10. The present program for selection of Recruit Training Instructor of the Year at each RTC should be expanded to include the selection of a single individual representing the three RTCs as Navy-wide Recruit Training Instructor of the Year. This individual would be assigned to CNTECHTRA staff to serve as advisor and to provide liaison to the RTCs.

11. Increased use of the Navy awards system, as established by SECNAVINST 1650.1E, CNETINST 1650.1A, and CNTECHTRAINST 1650.2, should be implemented to provide recognition and incentive to more RTIs than is currently the case. Awards include the Navy Commendation Medal, the Navy Achievement Medal, Letters of Commendation, and Certificates of Accomplishment.

TRAINING

12. The present 3.6-week Basic Instructor course, and the award of NEC 9502 (Navy Instructor), should be retained as a prerequisite to RTI training.

*13. During the time available prior to RTI School start date, RTI candidates should be assigned to observe a representative range of recruit training activities as an initial familiarization.

14. A standardized RTI School curriculum should be established across the three RTCs to include new and revised topics (see RTI School curriculum provided in section IV).

*15. Controlled Practical Application (CPA), commonly known as "shadow" time, should be included in the RTI School curriculum as a formal training requirement.

16. Controlled Practical Application training should be required for a minimum of 2 weeks following completion of RTI School training and upon assignment to a Recruit Training Division.

*17. Consideration should be given to the development of a self-paced RTI course, utilizing criterion-referenced testing, to replace in part or in entirety the existing group-paced course of instruction for RTIs and for advanced training (see Recommendation No. 9).

DUTIES AND FUNCTIONS

18. Consideration should be given to authorization of RTI billet loading within RTCs that will permit a "duty day" for Navy RTIs comparable to that of other shore rotation assignments; i.e., 8 to 10 hours per day.

19. Recruit Training Instructor billets should be allocated consistent with a reasonable span-of-control for training, based upon projected student loading and supervisory requirements. Range of instructor to trainee (I/T)

ratio should vary from 1:20 or less to a maximum of 1:40 for more advanced trainees, depending on safety considerations.

20. The current rotational duty cycle system should be modified to retain more RTIs on continuing duty with RTUs and to limit their assignment to "holding" jobs which could be filled by personnel not qualified as RTIs (NEC 9508).

21. RTIs identified as highly qualified and experienced in certain important aspects of recruit training should be designated as RTI "specialists" and work primarily in those areas; e.g., drill, counseling, in-processing.

MAINTENANCE OF RTI TRAINING VALIDITY

A continuing effort should be instituted to insure that RTI training is modified as necessary in consonance with the changing requirements of the recruit training program.

SECTION IV

PROPOSED NAVY RECRUIT TRAINING INSTRUCTOR (RTI) SCHOOL CURRICULUM

This section provides a proposed standardized curriculum for Navy RTI Schools. It includes a listing of general subject areas, a discussion of new and revised topics, and an outline of the proposed curriculum.

Due to time constraints, which precluded a comprehensive task analysis or other in-depth analysis of the curriculum, the proposed curriculum was developed through: (1) a commonality analysis of the three present Navy RTI School curricula, (2) a comparison with the RTI School curricula of other Services, (3) judgments based upon TAEG corporate experience in the areas of recruit and instructor training, and (4) requirements levied by higher authorities.

The section is arranged in four parts: (1) a listing of proposed subject areas, (2) a discussion of new and revised curriculum topics, (3) recommendations for standardization of presentation, and (4) an outline of the proposed curriculum.

Changes, revisions, and new topics are indicated by an asterisk (*).

* DESIGNATION OF SUBJECT AREAS

It is proposed that RTI School subject matter be organized into the following general areas. Under these general areas, new or revised topics are identified. These topics are discussed in subsequent paragraphs.

- Orientation to Recruit Training
  - * NTC/RTC Staff Briefings
  - * Navy History and Traditions
  - * Mission and Threat
- Leadership, Management, and Counseling
  - * Practical Exercises in Leadership/Management
  - * Counseling Exercises/Role Playing
  - * Moral and Ethical Leadership
- Recruit Training Unit Administration
  - * First Aid/Cardiopulmonary Resuscitation (CPR)
- Housekeeping, Uniforms, and Personal Hygiene
- Military Drill
  - * Command Voice Training
- Physical Conditioning
  - * Calisthenics, Running, Confidence Course, and Testing

*. RTU Instructional Techniques

*. Controlled Practical Application (CPA)

. Administrative Activities

NEW AND REVISED TOPICS

. NTC/RTC Staff Briefings. The briefings presently given by representatives of NTC/RTC activities are consolidated into a general topic. Included are briefings on the functions of the Chaplain, Medical, Dental, Legal, Special Training Units, Laundry, Red Cross, Recruiting, Recruit Records, Apprentice Training, Scheduling, Recruit Evaluation Unit, and other briefings of concern to individual NTCs and RTCs.

. Navy History and Traditions. This added topic should include reference to the contributions of ethnic and minority groups to Navy achievement.

. Mission and Threat. This is a new topic designed to describe the missions and objectives of the Navy in responding to the nation's needs in today's world. An Instructor Guide (IG) has been developed for this course.

. Practical Exercises in Leadership/Management. This topic is designed to provide practical application of theory, through the use of role-playing, TV tapes presenting actual or simulated problems requiring solutions, and observation/participation in problem-solving sessions involving recruits.

. Counseling Exercises. This topic addresses the practical application of theory dealing with counseling in actual or simulated situations. A variety of audio-visual aids can be employed in these exercises.

. Moral and Ethical Leadership. This topic, dealing with ethics, values, and moral standards, is currently under development by the Navy. Recruits are known to absorb and reflect the state of mind, motivations, and loyalties of their RTIs. It is therefore necessary that the RTI become aware of his influence as a role model and his duty to demonstrate the characteristics desired on the part of recruits.

. First Aid/Cardiopulmonary Resuscitation (CPR). This topic expands upon existing instruction on how to cope with injuries in the field, precautions and corrective measures relating to the effects of exposure to extremes of heat and cold, and techniques for the application of CPR. These procedures should be taught and evaluated on a performance basis.

. Command Voice Training. Techniques and practice in the use of the voice in the giving of commands are the purpose of this topic, with emphasis on voice projection, enunciation, clarity, and correct terminology.

. Calisthenics, Running, Confidence Course, and Testing. This title identifies elements which should be incorporated into existing physical conditioning programs to achieve standardization.

. Recruit Training Unit (RTU) Instructional Techniques. This proposed new topic is designed to present techniques for field instruction of recruits

by RTIs as distinguished from classroom/platform instruction. (See appendix I for suggested topic outline.)

. Controlled Practical Application (CPA). It is proposed that the existing CPA programs at the San Diego and Great Lakes RTI Schools be standardized across the three RTI Schools.

STANDARDIZATION OF PRESENTATION

It is recommended that the following procedures be standardized across the three RTI Schools:

. Briefing on recruiting should be presented by the Navy Recruiting Petty Officer at each RTC.

. Review of RTC/NTC regulations should be conducted through use of a reading file and subsequent testing.

. Instruction on the techniques of bunk makeup, stenciling, folding, and stowing of clothing, bag layout, and locker stowage should be conducted on a performance basis, with clearly defined standards.

. Military drill and related evolutions should be taught by personnel especially qualified for duties through training and experience; e.g., designated specialists assigned to division staffs. Emphasis should be placed upon standardization.

. RTI candidates should be familiarized with, and participate in, the physical conditioning routines prescribed for recruit training, as part of a standardized physical conditioning program for RTI candidates. Minimum standards for qualification as RTIs should be observed.

. Whenever possible, RTI training should be conducted through practical exercises in application of procedures taught in the classroom.

. Emphasis should be given to the modern philosophy and approach to recruit training, based upon new theories of training, the changing needs of the Navy, and changes in attitudes and capabilities of today's recruits. The RTI must be provided with an understanding of his role and responsibilities as a recruit training leader and the standards of conduct, ethics, and morality he must maintain in providing a role model for impressionable trainees. The traditional image of the RTI as an inflexible disciplinarian must be replaced in favor of his modern role as a professional training manager.

The RTI must be made aware that his behavior will be imitated by recruits. His attitude about the chain of command, authority, rank, and status will be directly reflected in recruits. His beliefs on the importance of rules, regulations, appearance, etc. will be reflected in these individuals. Role awareness training should be provided as an integral part of such topics as Introduction to Leadership/Management Training and Moral and Ethical Leadership.

One aspect of the RTIs leadership is concerned with discipline and motivation

procedures, which are addressed in the proposed curriculum. Verbal, and often physical, abuse was a standard motivational practice until the late 1940s. Today's RTI is in the same organizational position trying to achieve the same results under many more restraints. Verbal and physical abuse has been replaced by the motivational units and review boards. The RTI must realize that the motivational units are his tools. He must also be taught that his behavior and attitudes may be affected adversely by the exercise of his role as disciplinarian; he must guard against such changes and maintain his fairness and objectivity. It is recommended that recent studies relating to the psychological impact of the exercise of power upon supervisors in positions of authority be incorporated into the RTI leadership curriculum.

THE PROPOSED RTI SCHOOL CURRICULUM

As the result of the conclusions and recommendations evolving from the study, a standardized RTI School curriculum is proposed. A summary of the recommended curriculum is provided in table 9, followed by a detailed outline of curriculum topics.

TABLE 9. SUMMARY OF PROPOSED RTI SCHOOL CURRICULUM

SUBJECT AREA	PERIODS
Orientation to Recruit Training	32.5
Leadership, Management and Counseling	29
Recruit Training Unit (RTU) Administration	28
Housekeeping, Uniforms and Personal Hygiene	17
Military Drill	28
Physical Conditioning	20
RTU Instructional Techniques	8
Controlled Practical Application (CPA)	25
Administrative Activities	27.5
TOTAL	215.0

The proposed curriculum maintains the essential elements of the present program. However, some new topics have been added and others revised. This effort was based upon an analysis of commonalities and differences of existing curricula at the three RTI Schools.

PROPOSED CURRICULUM: NAVY RECRUIT TRAINING INSTRUCTOR (RTI) SCHOOL

	Periods
1. ORIENTATION TO RECRUIT TRAINING (32.5 periods)	
. Recruit Training Command (RTC) Orientation (Optional - May be conducted on initial check-in)	3
. RTC Mission	1
. RTI Responsibilities	1
. Standards of Performance	1
. Discipline and Motivation Procedures (Limits of Authority)	2
. Recruit Training System Overview	1
. RTC Instructions Review (Reading Folder)	1
. Introduction to RTI Guide	1
. *NTC/RTC Staff Briefings	14
. RTI School Orientation and Overview	2
. Staff Uniform Standards	0.5
. *Navy History and Traditions	2
. *Mission and Threat	2
. General Emergency Procedures	1
2. *LEADERSHIP, MANAGEMENT, AND COUNSELING (29 periods)	
. Introduction to Leadership/Management Training	1
. Human Behavior (Motivation, Values, Needs)	1
. Effective Communication	4
. Management Theory, Styles, and Philosophy	2
. *Practical Exercises in Leadership/Management	6
. Stress in the Recruit Environment	4
. Counseling: Techniques and Programs	2
. *Counseling Exercises	5
. *Moral and Ethical Leadership	4

* New or revised topics

	Periods
3. RECRUIT TRAINING UNIT (RTU) ADMINISTRATION (28 periods)	
. Receiving and Forming an RTU	4
. Uniform Issue and Tailoring	2
. RTU Organization	2
. RTU Forms, Records, Reports/Practice	10
. Bills, Watches, and Details	2
. Recruit Academic System	1
. RTU Competitive System	2
. Recruit Physical Conditioning Program	1
. *First Aid/Cardiopulmonary Resuscitation (CPR)	4
4. HOUSEKEEPING, UNIFORMS, AND PERSONAL HYGIENE (17 periods)	
. Compartment/Barracks Indoctrination	3
. Stenciling, Folding, and Stowing Clothing	7
. Recruit Uniform Standards	2
. Uniforms for Special Occasions	1
. Maintenance of Uniforms	1
. Personal Hygiene/Grooming	1
. Bunk Makeup/Seabag Layout	2
5. MILITARY DRILL (28 periods)	
. Introduction to Military Drill	1
. Military Drill Without Arms	3
. Military Drill Practice (RTU)	8
. Manual of the Saber/Guidon	1
. Training Unit Formations	2
. Training Unit Movement	9
. Special Formations (Observation)	2
. *Command Voice Training	2

* New or revised topics

	Periods
6. PHYSICAL CONDITIONING (20 periods)	
. Calisthenics, Running, Confidence Course and Testing	20
7. *RTU INSTRUCTIONAL TECHNIQUES (8 periods)	
. *Basic Instructional Techniques	1
. *Task Analysis	1
. *Methods of Presentation	1
. *Conducting Skill Practice	1
. *Conducting Performance Tests	1
. *Practical Exercises	3
8. *CONTROLLED PRACTICAL APPLICATION (CPA) (25 periods)	25
9. ADMINISTRATIVE ACTIVITIES (27.5 periods)	
. Welcome Aboard	0.5
. Progress/Practical Tests	25
. Course Critique	1
. Graduation Ceremony	1
TOTAL:	215 periods

* New or revised topics

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APPENDIX A

SURVEY QUESTIONNAIRE

TAEG Report No. 62

TRAINING ANALYSIS AND EVALUATION GROUP (TAEG)
DEPARTMENT OF THE NAVY

QUESTIONNAIRE RELATING TO SELECTION, TRAINING, AND FUNCTIONS OF ENLISTED PERSONNEL ASSIGNED TO RECRUIT/BASIC TRAINING DUTY

INTRODUCTION

The TAEG is currently conducting a study and assessment of the Navy Company Commander Program, which is concerned with the selection, training, and functions of enlisted personnel assigned to recruit/basic training duty. One aspect of this effort is a review and comparison of similar programs conducted by the Army, Marine Corps, Air Force, and Coast Guard. Your cooperation in providing brief answers to the questions listed on this form and in providing copies of documents requested will be greatly appreciated. The questions may be annotated to reflect any information TAEG already possesses; the addressee need not supply answers to such questions, unless correction is required. Please return this questionnaire to the Director, Training Analysis and Evaluation Group, Orlando, Florida 32813 (Attn: Mr. D. R. Copeland).

EXPLANATION OF ABBREVIATIONS/TERMS:

a. Enlisted supervisor/leader assigned to Recruit/Basic Training:

CC: Company Commander (Navy and Coast Guard)
DI: Drill Instructor (Marine Corps)
DS: Drill Sergeant (Army)
MTI: Military Training Instructor (Air Force)

b. Lowest unit commanded by CC, DI, DS, MTI:

Company or Training Unit (Navy)
Company (Coast Guard)
Platoon (Army and Marine Corps)
Flight (Air Force)

QUESTIONS:

1. ADDRESS OF AGENCY/ACTIVITY/COMMAND COMPLETING THIS QUESTIONNAIRE:_____

_____

_____ ZIP CODE:_____

2. DESIGNATED SINGLE POINT OF CONTACT:_____
Name/Rank/Rating/Grade

_____ _____
Position Held/Code Telephone or Autovon

3. GOVERNING DIRECTIVE/INSTRUCTION/ORDERS FOR SELECTION OF CC/DI/DS/MTI:_____

_____

_____

_____

PLEASE PROVIDE COPY/COPIES OF DIRECTIVE(S)

4. IS A PHYSICAL EXAMINATION REQUIRED AS PART OF SELECTION PROCESS FOR CC/DI/DS/MTI? YES ( ) NO ( )

5. IS A PSYCHOLOGICAL SCREENING TEST USED IN THE SELECTION OF CC/DI/DS/MTI? YES ( ) NO ( )

IF YES, WHAT TEST(S) ARE USED?_____

_____

WHO ADMINISTERS THE TEST(S)?_____

6. IS AN INTERVIEW CONDUCTED PRIOR TO OR DURING CC/DI/DS/MTI TRAINING?

BY MILITARY (LINE) PERSONNEL?_____

BY MILITARY (MEDICAL) PERSONNEL?_____

BY OTHERS?_____

QUESTIONS (continued)

7. PROFILE OF THE TYPICAL CC/DI/DS/MTI:

   RANK/RATE_____

   AGE_____

   YEARS OF MILITARY SERVICE_____

   MARITAL STATUS_____

   EDUCATION LEVEL (YEARS)_____

8. WHAT IS THE NORMAL TOUR OF DUTY FOR A CC/DI/DS/MTI?_____

9. WHAT IS THE POLICY FOR EXTENDED TOUR?_____

   _____

10. WHAT IS THE NUMBER OF CC/DI/DS/MTI ASSIGNED TO A SINGLE TRAINING UNIT (PLATOON, COMPANY, OR FLIGHT)?_____

11. IS SPECIAL DUTY ASSIGNMENT PAY AUTHORIZED? YES ( ) NO ( )

    IF AUTHORIZED, AMOUNT PER MONTH_____

12. IS SUPPLEMENTAL UNIFORM ALLOWANCE AUTHORIZED? YES ( ) NO ( )

    IF AUTHORIZED, AMOUNT PAID_____

13. IS UNIFORM CLEANING ALLOWANCE OR SERVICE AUTHORIZED? YES ( ) NO ( )

14. ARE THERE ANY OTHER BENEFITS ACCRUING FROM THE ASSIGNMENT (CAREER ENHANCEMENT, PROMOTION, PRESTIGE, ETC.)? IF SO, PLEASE DESCRIBE: _____

    _____

    _____

    _____

    _____

QUESTIONS (continued)

15. BRIEFLY DESCRIBE THE CC/DI/DS/MTI TRAINING PROGRAM (FORMAL/ON JOB)_____

_____

_____

_____

_____

16. WHAT IS THE LENGTH OF CC/DI/DS/MTI TRAINING?_____

17. PLEASE FURNISH COPY OF THE PROGRAM OF INSTRUCTION. (TOPICS/HOURS)

18. IF THERE IS MORE THAN ONE CC/DI/DS/MTI TRAINING ACTIVITY, ARE THE TRAINING PROGRAMS STANDARDIZED? YES ( ) NO ( )

19. AT WHAT LEVEL IN COMMAND STRUCTURE IS THE CC/DI/DS/MTI TRAINING PROGRAM APPROVED (HQMC, CNTECHTRA, TRADOC)?_____

_____

20. UPON ASSIGNMENT AS CC/DI/DS/MTI, ARE THESE LEADERS ROTATED IN ASSIGNMENT AFTER HAVING LED ONE OR MORE TRAINING UNITS? (SUCH ASSIGNMENTS COULD INCLUDE SUCH DUTIES AS PLATFORM INSTRUCTOR, TRAINING COMMITTEE MEMBER, ADMINISTRATIVE DUTIES, ETC.).
IF YES, PLEASE DESCRIBE_____

_____

_____

21. ARE BOTH MEN AND WOMEN USED AS CC/DI/DS/MTI? YES ( ) NO ( )

22. ARE THERE PUBLISHED FUNCTIONS AND TASKS FOR CC/DI/DS/MTI? YES ( ) NO ( )
IF YES, PLEASE FURNISH COPY.

QUESTIONS (continued)

23. PLEASE FURNISH COPY OF TYPICAL TRAINING SCHEDULE, IF AVAILABLE.

24. BRIEFLY DESCRIBE THE ORGANIZATION OF THE TRAINING UNIT (COMPANY, PLATOON, FLIGHT), ITS MAKEUP (SQUAD, SECTION, PLATOON), AND ITS RELATION TO CC/DI/DS/MTI._____

_____

_____

25. BRIEFLY IDENTIFY OFFICER AND ENLISTED SUPERVISORS OF THE CC/DI/DS/MTI, SUCH AS COMPANY COMMANDER (03) OR FIRST SERGEANT (E4) (ARMY)._____

_____

_____

_____

_____

26. BRIEFLY DESCRIBE POTENTIAL PLANS OR REVISIONS THAT ARE UNDER CONSIDERATION FOR SELECTION, TRAINING, AND FUNCTIONS OF CC/DI/DS/MTI._____

_____

_____

_____

(ATTACH ADDITIONAL SHEETS IF REQUIRED)

APPENDIX B

U.S. ARMY DRILL SERGEANT (DS) PROGRAM

MISSION

The mission of the Drill Sergeant School is to train selected highly motivated noncommissioned officers (NCOs) in the fundamentals of recruit handling and individual training in U.S. Army Training Centers and Reserve Training Divisions.

ORGANIZATION

As a result of a survey of Army recruit training initiated in late 1962 by the Secretary of the Army, which included a comparison of training techniques of the Air Force, Navy, and Marine Corps, Army Drill Sergeant training was begun throughout the Continental Army Command (CONARC). The Fort Knox Drill Sergeant School began training NCO's for Drill Sergeant duties in August 1964. At the present time, there are five Drill Sergeant Schools, located at Fort Knox, Kentucky; Fort Sill, Oklahoma; Fort Leonard Wood, Missouri; Fort Dix, New Jersey; and Fort Jackson, South Carolina.

In 1972, the Drill Sergeant School at Fort Knox became a part of the U.S. Army Noncommissioned Officers Academy/Drill Sergeant School unit. The NCO Academy presently consists of the Primary Noncommissioned Officers Course for Combat Arms (PNCOC/CA) begun in October 1975, and the Primary Leadership Course (PLC), begun in October 1977. These schools train more than 2,900 students per year. At other locations, the Drill Sergeant Schools are separate entities under the Army Training Centers. All are under Combat Arms, except the Fort Leonard Wood School, which is under the command of the Corps of Engineers. Army training activities are the responsibility of the Army Training and Doctrine Command (TRADOC), Army Training Center Division, Fort Monroe, Virginia. Army TRADOC activities in the field are conducted by the Army Training Board, which has two divisions (combat arms and logistics) from which area teams are deployed in development, evaluation, and implementation of training programs. TRADOC is roughly equivalent to CNET.

The typical Drill Sergeant School (e.g., Fort Knox) has 14 instructors assigned, with an average class of 60 to 80 students. (Average instructor/student ratio is 1:5.)

Twelve Drill Sergeants are assigned to each Recruit Training company within the Training Battalion. Each company of recruits is divided into four platoons of approximately 44 trainees each, to which three Drill Sergeants (usually one E-7 and two E-6s) are normally assigned. There are four squads of 11 recruits. This organization provides an instructor/trainee ratio of approximately 1:15.

SELECTION

Effective 1 July 1974, Department of the Army assumed strict control over selection, assignment, stabilization and transfer of enlisted personnel in the Drill Sergeant Program.[11] Under the program, drill sergeant duties are part of

[11] AR 614-200, C31, 20 Oct 1975 (Currently Under Revision).

the normal career development for enlisted personnel in grades E6 and E7 of the Infantry, Armor, Field Artillery, Air Defense Artillery, and Engineer career fields. Personnel in these career fields, if qualified, may volunteer or be involuntarily selected by their respective career branches for assignment as Drill Sergeants. However, individuals from other career fields, including WAC personnel, are considered for selection and assignment into the program. The program is designed to provide highly motivated, well-qualified professionals to serve as cadre at Army Training Centers. Since the Drill Sergeant is the primary representative of the Army during the formative weeks of an individual's training, it is considered essential that only the most professionally qualified noncommissioned officers are assigned these duties.

GENERAL QUALIFICATIONS. The prerequisites listed below are applicable in order to be qualified for assignment into the program.

(1) Physical qualifications. The candidate must:

(a) If involuntarily selected, be prepared to successfully complete the physical fitness test, shortly after arrival at duty station. Volunteers must successfully pass the physical fitness test in accordance with AR 600-9 and furnish a copy of their physical test score card with their application. Women Drill Sergeant candidates are administered a special PF test as directed by FM 35-20 and Army Subject Schedule 35-1. However, when the new Baseline PF test is adopted, the test will be the same for both men and women. Weight limits are prescribed in tables I and II, appendix III, of AR 40-501 (Standards of Medical Fitness). The minimum physical profile for selection is 222221.

(b) Have no speech impediment

(c) Display good military bearing

(d) Have no record of emotional instability.

(2) Educational qualification. The candidate must be a high school graduate or equivalent.

(3) Leadership qualities. The candidate must have:

(a) Demonstrated leadership ability during previous tours of duty

(b) Had no record of disciplinary action or no time lost under Title 10, United States Code, Section 972, during current enlistment or in the last 3 years, whichever is longer.

(4) Other qualifications. The candidate must:

(a) Have demonstrated the potential to be appointed to positions of increasing responsibility as senior NCOs in the Army, as reflected on enlisted efficiency reports, commanders' drill sergeant duty recommendations, and Enlisted Evaluation Data Report, USAEEC Form 10

(b) Have been placed consistently in the upper half of his career management field as demonstrated by military occupation specialty evaluation when compared with his contemporaries

(c) Be serving in NCO pay grades E-5 through E-7, if male; in either specialist or NCO pay grades E-4 through E-7, if female.

PROCEDURES. The administrative procedures for volunteers and for nominees for Drill Sergeant duty are as follows:

(1) Volunteers may submit applications in accordance with AR 614-200. All applications received by HQDA will be acknowledged by DA Form 209. Applications which are not favorably considered are returned to the applicant through his or her commander.

(2) Individuals selected by HQDA for entry or reentry into the Drill Sergeant Career Development Program receive assignment instructions through normal channels. Upon receipt, losing commanders screen selectees to insure that all prerequisites have been met. Those who do not qualify are reported as prescribed in chapter 7, AR 614-200.

(3) An individual normally serves only one tour as a Drill Sergeant while in the same pay grade (E-5, E-6, E-7).

(4) A female specialist may be accepted into the program and appointed as an acting NCO. These persons automatically revert to their former rank upon termination of Drill Sergeant status.

TOUR OF DUTY. Drill Sergeants are stabilized for a period of 24 months from the date of graduation from Drill Sergeant School with an option to extend an additional 12 months, for a total of 36 months.

ASSIGNMENT BENEFITS AND CAREER INCENTIVES

Benefits and incentives derived from entrance into the program are as follows:

(1) A stabilized assignment to an Army Training Center

(2) Attendance at Drill Sergeant School. Successful completion of this course can lead to:

(a) The award of the Drill Sergeant Special Qualification Identifier (SQI) X.

(b) Eligibility for Special Duty Assignment (Proficiency) Pay ($50 per month). An increase to $75 and $100 per month has been approved, based on time served, effective October 1978.

(c) A supplemental issue of uniforms (four sets of fatigues) which are laundered and cleaned free of charge, plus other clothing issue.

(d) Authorization to wear the distinctive Drill Sergeant hat and badge.

In general, it is commonly accepted that the training and experience acquired through Drill Sergeant duty is invaluable to subsequent Army leadership positions and mandatory for career progression. Army sources state that the prestige of Drill Sergeants is very high, and they are considered prime candidates for advancement in subsequent Army assignments. Special consideration is given for promotion and assignment as instructors in other service schools following Drill Sergeant duty.

PROFILE OF TYPICAL DRILL SERGEANT

Based upon a survey conducted at four Army Training Centers, the typical Drill Sergeant is described as follows:

Rank: E-6
Age: 28
Years of Military service: 8 - 9
Marital Status: Married
Education Level: 12.5 years

TRAINING OF DRILL SERGEANTS

In addition to the requirements listed above, it is considered highly desirable that Drill Sergeant candidates have completed, or will complete, the following courses:

- An Instructor Training School
- The Criterion-Referenced Instruction Course (3 weeks) at Hampton, Virginia (For Drill Sergeant School Instructors only)
- The Leadership and Management Development Course (1 week) at Fort Ord, California.

Army Training Center commanders are responsible for execution of the Drill Sergeant Career Development Program on their installation. Responsibilities include operation of the Drill Sergeant School, assignment/and relief of drill sergeants, and general conduct of the program; specifically:

(1) Army Training Center commanders will designate a point of contact to deal directly with the Military Personnel Center (MILPERCEN) on all matters relating to the Drill Sergeant Career Development Program.

(2) Upon assignment by MILPERCEN of individuals to the Drill Sergeant Career Development Program, the ATC commander will:

(a) Insure that individuals who are not SQI X qualified attend Drill Sergeant School within 60 days

(b) Notify MILPERCEN of any delays in school entrance beyond 60 days

(c) Award individuals SQI X upon successful completion of Drill Sergeant School and record the SQI X in the fifth position of the Primary MOS. As an exception to section X, chapter 2, AR 600-200, SQI X will not be removed

from the PMOS or replaced with any other SQI while the individual is assigned to an authorized Drill Sergeant position.

(d) Submit SQI information to MILPERCEN for entry on the Enlisted Master File (EMF) in accordance with AR 640-2-1 and SIDPERS User Manual, Volume 2.

In practice, Drill Sergeant candidates report to the Training Center from 1 to 60 days prior to the start of their Drill Sergeant School class and are assigned to work with, assist, and observe a recruit platoon under the supervision of a qualified Drill Sergeant. During this period, their records are checked, and their physical and mental qualifications are tested, which include an interview with their company commander, a conference with a psychiatrist of the Center Mental Hygiene Department, passing a Basic Physical Fitness Test (BPFT), and compliance with weight limitations.

Following successful completion of Drill Sergeant School, the new Drill Sergeant will usually spend up to 60 days as an observer or assistant Drill Sergeant depending on his past experience (senior E-7 will take over a platoon right away). However, he is considered fully qualified when he leaves the Drill Sergeant School, is certified in the tasks he needs to know as a Drill Sergeant, and can, if he has to, step out and take over as a platoon sergeant.

DRILL SERGEANT SCHOOL CURRICULA

The Drill Sergeant School curricula are approved and supervised by TRADOC. There are two curricula presently being used: the traditional lockstep curriculum, which has been in use since 1962, and a new self-paced curriculum, which has been approved and is now being implemented. The allotted time for each curriculum is 6 weeks (30 academic days), but the self-paced course can be completed in less time, depending on the individual student's speed.

LOCKSTEP CURRICULUM. A summary of the Active Army Program of Instruction (lockstep) is as follows:

A. ACADEMIC SUBJECTS (211 hours)[12]	HOURS
General Subjects	21
Methods of Training	37
Drill	33
Physical Fitness Training	32
Leadership	34
ATP 21-114	5
Rifle Marksmanship	24
Weapons and Tactical Techniques Training	23

B. NONACADEMIC SUBJECTS (33 hours)

In and Out-Processing, Course Critique,

[12] Includes 2 after-duty hours.

Inspection, Reinforcement Training,
and Commandant's Time. 33

Note: A detailed subject outline is provided in table B-1.

SELF-PACED CURRICULUM. Based upon research and development by the Army Training Board, a new course of instruction was designed and implemented in January 1978 at the Fort Knox Drill Sergeant School using the self-paced concept of instruction and shortly thereafter at the remaining four Drill Sergeant Schools. This curriculum will be implemented in the Reserve Training Divisions in FY 79.

The course of instruction consists of six major subject areas, as follows:

Topic	No. Modules	Percent of Course
Military Training	17	21%
Basic Rifle Marksmanship	19	23%
Physical Readiness Training	12	14%
Drill and Ceremonies	13	13%
General Subjects	8	10%
Leadership and Counseling	15	19%

The number of hours allotted to each subject and module is not specified since this is dependent upon the ability of the individual student to meet each criterion measure. The maximum time allowed for course completion is 30 academic days. (See table B-2 for details of subjects and modules.)

The self-paced course at Fort Knox is conducted in three buildings, two of which each provide a single large student activity room, the size of a small auditorium, equipped with CRT display, an instructor's criterion test table, television tape equipment, student work tables, and practice spaces. The third building is divided into work rooms for small student groups, equipped with TV equipment, audio-visual equipment, equipment locker, and work table. Other activities take place in the field and at the firing range. Six course managers are assigned to each main building and rotate into the field and to the group workshop building.

Based upon the single class which had, on the date observed (February 1978), completed the course, the minimum time for completion was 13 academic days (three students); average completion time was 4 weeks. None required the full six weeks available.

The six major subject areas contain 8 to 19 modules each, for a total of 84 modules, which are completely self-contained with the exception of 8 modules which require audio-visual equipment. Each student is provided a course schematic which shows the sequence of modules within each subject area. He is allowed to start with any subject area, with any module, as long as he follows the course rules, i.e., he must complete all modules below the "management line" before progressing above the line. Each module provides a 10 to 12 page booklet of learning materials--extracts from Army regulations and manuals--which he studies and then attempts to pass the criterion test. These tests are 85 percent performance, 15 percent written, and are administered by any instructor. The student can rapidly gain credit for topics with which he is already familiar by taking the criterion test; in fact, it is reported that some come in the

TABLE B-1. ARMY DRILL SERGEANT SCHOOL CURRICULUM (LOCKSTEP) (ACTIVE ARMY)

Length of Course: 6 Weeks (30 Academic Days) (244 Hours)

TOPIC	HOURS
1. ACADEMIC SUBJECTS (211 hours)	
A. GENERAL SUBJECTS (21 hours)	
Course Orientation	1
Military Justice and Board Actions	2
Basic Training Policies and Administration	2
Awards and Decorations	1
Inspections	6
Roles of the Inspector General and Army Recruiter	1
Recruiting Policy/Philosophy and Trainee Discharge Program	1
Foot Care	1
Hearing Conservation	1
Do's and Don't's of the Drill Sergeant	4
Examination	1
B. METHODS OF TRAINING (37 hours)	
Introduction to Military Training	1
How to Prepare and Conduct Performance-Oriented Individual Training	3
Training Techniques, Aids, Devices, and Lesson Planning	4
Introduction to Collective Training, Equipment-Oriented Collective Training, Tactical Collective Training	1
Two-Minute Impromptu Speech (Ungraded)	2
Supervised Preparation for a Ten Minute Presentation	2
Ten Minute Presentation (Demonstration)	2
Supervised Preparation for a Fifteen Minute Equipment Oriented Collective Training Presentation	2
Fifteen Minute Equipment Oriented Collective Training Presentation (Graded)	3
Problems in Performance Oriented Training Presentations	1
Supervised Preparation for a Twenty-Minute Equipment Oriented/Tactical Collective Training Presentation	2
Twenty-Minute Equipment Oriented/Tactical Collective Training Presentation (Graded)	5
Supervised Preparation for a Thirty-Minute Equipment Oriented/Tactical Collective Training Presentation	2

TABLE B-1. ARMY DRILL SERGEANT SCHOOL CURRICULUM (LOCKSTEP) (ACTIVE ARMY) (continued)

TOPIC		HOURS
	Thirty-Minute Equipment Oriented/Tactical Collective Training Presentation (Graded)	7
C.	DRILL (33 hours)	
	Introduction to Drill	2
	Company Drill	5
	Technique of Teaching Drill	2
	Individual Drill	6
	Individual Drill Ungraded Presentation	2
	Individual Drill Presentations	2
	Individual Drill W/Arms	4
	Individual Drill W/Arms Presentations	2
	Squad Drill	3
	Squad Drill Presentations	2
	Drill Examination	1
	Color Guard and Guidon	2
D.	PHYSICAL FITNESS TRAINING (32 hours)	
	Introduction to Physical Fitness Training	2
	Condition Drill #1 and Presentation	7
	Condition Drill #2 and Presentation	7
	Condition Drill #3 and Presentation	7
	Grass Drills and Guerrilla Exercise	2
	Grass Drills and Guerrilla Exercise Presentations	2
	Team Contest, Relays, Strength Circuits and Combatives	1
	Confidence and Obstacle Course	2
	Basic Physical Fitness Test (BPFT)	2
E.	LEADERSHIP/COUNSELING (PERSONAL EFFECTIVENESS TRAINING (PET)) (34 hours)	
	Introduction to Army Leadership	1
	Individual Performance	2
	Taking Charge	1
	Professional Ethics and Self-Discipline	1
	Counseling (Transactional Analysis)	4
	Counseling (Personal Counseling)	4
	Counseling (Performance Management)	4
	Noncommissioned Officer Roles, Duties, and Responsibilities/Roles and Responsibilities Unique to the Drill Sergeant	1
	Disruptive Influences (AWOL)	1
	Disruptive Influences (Alcohol and Drug Abuse)	4

TABLE B-1. ARMY DRILL SERGEANT SCHOOL CURRICULUM (LOCKSTEP) (ACTIVE ARMY) (continued)

TOPIC		HOURS
	Race Relations	2
	Leadership Lab and Symposium	8
	Leadership/Counseling Examination	1
F.	ATP* 21-114 (5 hours)	
	Combat Skills Course (Mil. Stakes)	5
	(End of Cycle Testing; a trophy is awarded)	
G.	RIFLE MARKSMANSHIP (24 hours)	
	Introduction to M16A1 Rifle, Mechanical Training, and BCT Rifle Maintenance Performance Test	3
	Common Malfunctions of the M16A1 Rifle	2
	Target Detection	2
	Preparatory Marksmanship and Battlesight Zero	5
	Field Fire	2
	Record Fire	2
	Automatic Fire	2
	Quick Fire	2
	Night Fire	3
	Examination	1
H.	WEAPONS AND TACTICAL TECHNIQUES TRAINING (23 hours)	
	Mechanical Training, M60 Machinegun	2
	Field Firing M60 Machinegun	2
	Caliber 45 Pistol	4
	40mm Grenade Launcher (GL), M203	1
	66mm HEAT Rocket, M72A2 (LAW)	1
	M18A1 Antipersonnel Mine (Claymore)	1
	Hand Grenade Training	2
	Throwing Up the Live Hand Grenade	1
	Fire and Manuever Course (Day)	3
	Marches & Bivouacs	2
	Squad Combat Operations Exercise Simulation (SCOPES)	1
	Overhead Live Fire Course	2
	Examination	1
	Total (Academic Subjects)	211
2.	NONACADEMIC SUBJECTS (33 hours)	
	In-Processing	4
	Out-Processing	2
	Critique of Course	2

* Army Training Program (Basic requirements for combat training).

TABLE B-1. ARMY DRILL SERGEANT SCHOOL CURRICULUM (LOCKSTEP) (ACTIVE ARMY) (continued)

TOPIC	HOURS
2. NONACADEMIC SUBJECTS (33 hours) (Con't)	
Graduation	2
Individual Student Needs	4
Commandant's and TAC NCO Inspection	8
Reinforcement Training	5
Commandant's Time	6
Total (Academic/NonAcademic)	244

TABLE B-2. ARMY DRILL SERGEANT SCHOOL CURRICULUM (SELF-PACED) (ACTIVE ARMY)

LENGTH OF COURSE: No minimum; maximum 6 weeks

GENERAL SUBJECTS

GS 1	Training Records, Recycling, Training Details, Trainee Leaders, Medical Treatment, Safety, and BCT Pass Policy
GS 2	Adverse Weather Injuries
GS 3	Admissible Evidence
GS 4	Duty Roster
GS 5	Rights of the Accused
GS 6	Trainee Discharge Program (TDP)
MG 1	Exterior Parts of the M60 Machinegun
MG 2	Disassembly and Assembly of the M60 Machinegun

LEADERSHIP/COUNSELING

L1	Role Modeling
L2	Motivation
L3	Inspections
L4	Trainee Abuse
C1	Methods of Counseling
C2	Problem Indicators
C3	Body Language
C4	Questioning Techniques
C5	Negative Counseling Techniques
C6	Trainee Reaction
C7	Active Listening
C8	Developing a Plan of Action
C9	The "I" Message

TABLE B-2. ARMY DRILL SERGEANT SCHOOL CURRICULUM (SELF-PACED) (ACTIVE ARMY) (continued)

C10	Set the Trainee at Ease
C11	Conduct the Counseling Session
	DRILL AND CEREMONIES
DC 1	Give Drill Commands
DC 2	Explain Drill Positions/Movements
DC 3	Stationary Movements
DC 4	Facing Movements
DC 5	Steps and Marching
MA 1	Rules For Manual of Arms
MA 2	Basic Manual of Arms
MA 3	Advanced Manual of Arms
UD 1	Drill Terms
UD 2	Unit Drill Facts
UD 3	Conduct Platoon Drill
G 1	Guidon Procedures
SD 1	Squad Drill Movements
	MILITARY TRAINING
TALK 1	Introductory Talk
IT 1	Six-Step Training Procedure
IT 2	Identify Elements of a Task
IT 3	Prepare to Practice
IT 4	Skill Practice
IT 5	Performance Tests
IT 6	Conduct Performance-Oriented Training
TEC 1	Use TEC Equipment
TEC 2	Use TEC in Group Mode

TABLE B-2. ARMY DRILL SERGEANT SCHOOL CURRICULUM (SELF-PACED) (ACTIVE ARMY) (continued)

P-1	Classify Problems
P-2	Positive/Negative Consequences
P-3	Common Drill Sergeant Problems
R-1	Reinforcement Training Procedures
R-2	Reinforcement Training Control Document (RTCD)
R-3	When to Conduct Reinforcement Training
R-4	How to Organize Reinforcement Training
TP 600-4	TRADOC Pamphlet 600-4 Performance Tests
	PHYSICAL READINESS TRAINING
PRT 1	The Conditioning Process
PRT 2	Baseline Physical Training Program Familiarization
PRT 3	Introducing Conditioning Exercises
*PRT 4	Bottoms Up, Body Twist, and High Jumper
*PRT 5	Knee Bends, Squat Thrust
*PRT 6	Bend and Reach, Leg Circular
*PRT 7	Push-up, Sit-up
PRT 8	Proper Running Form
PRT 9	Execute Proper Running Form
*PRT 10	Grass Drills, Guerrilla Exercises
PRT 11	Basic Physical Fitness Test/Advanced Physical Fitness Test
PRT 12	Negotiate Confidence Course
	BASIC RIFLE MARKSMANSHIP
BRM 1	Exterior and Interior Parts of the M16A1 Rifle
BRM 2	Ammunition for the M16A1 Rifle
BRM 3	Clear, Disassemble, and Assemble an M16A1 Rifle

* Modified as suitable for female personnel.

TABLE B-2. ARMY DRILL SERGEANT SCHOOL CURRICULUM (SELF-PACED) (ACTIVE ARMY) (continued)

BRM 4	Stoppages, Malfunctions, Immediate Action, and Remedial Action
BRM 5	Cleaning and Lubricating the M16A1 Rifle
BRM 6	Load and Unload a Magazine
BRM 7	M16A1 Rifle Magazine
BRM 8	The Eight Steady Hold Factors
BRM 9	Sighting and Aiming
BRM 10	Firing Positions
BRM 11	Battle Sight Zero
BRM 12	Sighting and Aiming Exercises
BRM 13	Wobble Area, Follow Through, and Calling the Shot
BRM 14	Sight Changes and Adjustments
BRM 15	Analyzing Shot Groups
BRM 16	Rapid Reload Techniques
BRM 17	Steady Hold and Positions for Automatic Firing
BRM 18	Coaching a Trainee to Zero His Weapon
ITT	Supervise a Trainee on the Fire and Movement Course (Blank Fire)

NONACADEMIC SUBJECTS

During the 6-week time frame, the following times are allocated for nonacademic activity:

Commandant's Time (for subjects of local interest and administration)	24 hours
Physical Training	30 hours
Daily Inspection	15 hours

second day of the course with up to 15 modules ready to be graded.

CLASS SIZE AND INSTRUCTOR/TRAINEE RATIO. Drill Sergeant School classes vary from class to class and between locations; the range being from 30 to 110, with an average of 65. Based on a typical instructor complement of 12, this produces an instructor/trainee ratio averaging 1:5 to 1:6. Excellent instructor utilization is experienced under the self-paced concept over that of the lockstep method. It does require, however, that instructors be course experts as well as subject specialists.

AWARD OF DRILL SERGEANT REGALIA. Upon successful completion of Drill Sergeant School, the new Drill Sergeant is awarded a diploma, plus a distinctive hat and badge, described as follows:

Campaign Hat (the "round brown"): The campaign hat is an exact replica of the campaign hat worn by American soldiers from 1872 until 1939. The campaign hat appeared on the scene again in early 1964 and was adopted for wear as a distinctive mark for the Drill Sergeant.

Badge: The crest is the symbol of the Training Center. It was designed by the Heraldic Division of the Quartermaster General's office.

DUTIES AND FUNCTIONS OF DRILL SERGEANTS

Drill Sergeants are authorized only at Army Training Centers;[13] the TRADOC Training Centers at Forts Sill, Bliss, and Gordon; and the Army Retraining Brigade, Fort Riley, Kansas, for the specific purpose of training:

1. Receptees in the reception stations

2. Individuals undergoing basic combat and advanced individual training

3. Drill Sergeant candidates at Drill Sergeant Schools

4. Individuals undergoing training at the Army Retraining Brigade, Fort Riley, Kansas.

Army Training Center commanders may remove an individual from Drill Sergeant duty and recommend the withdrawal of the SQI X for any of the reasons listed below:

1. Failure to maintain high standards of military appearance, military courtesy, bearing, conduct, and professionalism

2. Failure to maintain the physical appearance and fitness required of individuals performing the duties of Drill Sergeant

3. Major infraction of training policies or serious violations of the Uniform Code of Military Justice (UCMJ)

[13] Army Training Centers are located at: Forts Bliss, Dix, Gordon, Jackson, Knox, McClellan, Ord, Polk, Riley, Sill, and Leonard Wood.

4. Lack of proper motivation, provided individual counseling has been unsuccessful

5. Medical reasons or when an extreme family problem is a factor

6. Failure to achieve the minimum passing score on annual MOS evaluation (70 percent).

During their tour of duty, Drill Sergeants are assigned solely to the supervision and instruction of recruits; they are involved with all aspects of classroom and field training on a full-time basis. In some instances their activities are supplemented by committee specialists. There is normally no rotation, other than for very brief periods. Assignment to duties other than Drill Sergeant in excess of 90 days requires termination of SDA pay.

Typical duties and functions of Army Drill Sergeants include the following:

- Supervision of recruit in-processing
- Formation and administration of the Recruit Training Unit
- Establishment and maintenance of discipline
- Indoctrination of recruits in the rules, regulations, and policies of the ATC
- Counseling and guidance of recruits
- Conducting or assisting in the instruction of physical fitness/ readiness training, drill and ceremonies, rifle marksmanship, and general military subjects
- Evaluation of recruits.

APPENDIX C

U.S. AIR FORCE MILITARY TRAINING INSTRUCTOR (MTI) PROGRAM

MISSION

The mission of the Air Force Military Training Instructor (MTI) program is to prepare qualified noncommissioned officers to provide the airman recruit with the military knowledge and skills required by the Air Force, apart from the technical aspects of any job he may perform, and to provide enlistees an orderly transition from civilian to military life.

ORGANIZATION

The training of MTIs, Special Duty Identifier (SDI) 99502, and all recruit training is conducted by the Basic Military Training School (BMTS), Lackland AFB, Texas. The MTI School (99502 course) is a subsection of the Operations Division, with a manning authorization of four instructor personnel. Recruit training is the responsibility of 11 Basic Military Training Squadrons, which are directly supervised by the BMTS. Each squadron, commanded by a Major (O-4) and assigned a Training Officer (O-3) and a Training Superintendent (E-8), is made up of four to five sections. Section Supervisors (E-7s) each control five training flights. Two MTIs are assigned to each flight, which is composed of approximately 50 trainees. Each flight is made up of four squads.

The BMTS is currently authorized a total of 764 MTIs and has on board 677--of these, 111 are women. The eventual goal is 20 percent females in the MTI cadre. Instructor teams--two MTIs per flight--are mingled male/female, with the senior enlisted member being Team Chief and the junior member being the Team Member. During the current fiscal year, an input of approximately 160 MTIs is expected, including 68 females. This input would cover approximately half of projected losses. The remaining needs will have to be satisfied by assignment from the Military Personnel Center (MPC).

SELECTION

Selection of MTI candidates is covered by AFR 39-11, Special Duty Assignments. Volunteers are desired, but when insufficient numbers are obtained, candidates are selected by the Air Force Military Personnel Center from CONUS and from overseas returnees. All candidates are required to file an application to the BMTS.

GENERAL QUALIFICATIONS. Consolidated Base Personnel Officers (CBPOs) must ensure that only exceptionally well qualified NCOs are nominated/selected for MTI duty. Career airmen in grades E-4 and above, both male and female, are eligible. Noncareer volunteers who are recommended by their commanders as exceptionally well qualified may also apply. Maximum age for grades E-6 and below is 40. Minimum aptitude cluster percentile of G60 (waiverable to G50) is required.

Applications are submitted on AF Form 415. Applicants must briefly state reasons and specific qualifications for MTI duty in the Remarks section of the form. The application must be accompanied by a copy of the airman's last five Airman Performance Ratings (APRs), containing no overall rating lower than "eight," and with the last three APRs being rated overall "nine" (the highest possible rating). If the airman has not received five APR ratings, a copy of each APR rendered must be submitted. Waivers of this requirement are considered only when specifically justified by commander's recommendations.

PHYSICAL/MEDICAL QUALIFICATIONS. Physical Profile series 121221(B), and height and weight within Air Force standards must be verified on AF Form 422, Physical Profile Serial Report, based on a records review by medics at their home base. Written results of medical interview (Remarks section of AF Form 422) must attest to applicants possessing no disqualifying physical defects or mental disorders, the necessary mental and physical ability to supervise and guide young airmen on a 24-hour a day basis, and the physical stamina sufficient to endure training activities and ceremonies under adverse climatic conditions. Applicants must be interviewed and favorably recommended by a psychiatrist/psychologist at their home base; if none are assigned, interview and recommendation must be made by a physician. Applicants must be advised that on an annual basis during their MTI tour, they will be medically evaluated and recertified as to their continued mental and physical qualifications for MTI duty.

SCREENING AND PROCESSING. Applicants must be interviewed and favorably recommended by Squadron and Base Commanders. (At small duty locations such as stations, detachments, etc., interview and recommendation by the senior local commander are acceptable.) Unit commanders must verify:

1. No record of disciplinary action or financial irresponsibility
2. Good speaking voice with ability to communicate well
3. Integrity and high moral character
4. Ability to lead and have sympathetic understanding of problems of young airmen away from home in a new environment
5. Ability to make sound decisions
6. High standards of military appearance and conduct.

Unit commander's recommendation and verification of eligibility are indicated on AF Form 415. Base or installation commanders must review unit commander and medical officer recommendations, personally interview the applicant, and make final recommendations. Base or installation commander's recommendation and verification of eligibility are indicated by letter which must be attached to the AF Form 415. The letter is addressed to the servicing CBPO/DPMU and ATC Training Center concerned, IN TURN, and will include the following statement as a minimum: "I have reviewed the application for ATC MTI duty and recommendations of the unit commander and medical authority, and have personally interviewed the applicant. I find (him) (her) (qualified) (not qualified)

for MTI duty." (If not qualified, specific reasons must be provided.) Additional statements recommending and qualifying recommendations may be added at the discretion of the recommending officer.

Airmen may apply even though they have received an Overseas Pre-Select Alert Notice; however, final selection is contingent on approval of ODSD or STRD waiver by AFMPC/DPMRA.

Applicants for MTI duty are assigned to Lackland AFB, Texas.

Selected candidates must have or obtain 36 months service retainability as of the reporting date.

Selectees are confirmed by ATC/DPRAT via PTI 535 to AFMPC/DPMRA before final selection.

The application package must include:

- AF Form 415, Airman Instructor Application/Checklist
- Reasons and specific qualifications for MTI duty (on AF Form 415)
- Photos (male - front and side; female - 45 degree angle)
- Last 5 APRs (must be 8/9s)
- AF Form 422, Physical Profile Serial Report
- Favorable recommendation by psychiatrist/psychologist
- Recommendation by Base/Installation Commander
- Report on Individual Personnel (RIP).

After staffing, the recommendation goes to the Commanding Officer, BMTS, who determines the BMTS recommendation on individual MTI applications. This recommendation is forwarded to ATC DPRAT-4, which matches applications with personnel requirements. This information is forwarded to MPC who has final approval authority. MPC examines recommendations in terms of other available assignments and personnel needs. This process takes approximately 4 to 6 weeks.

PROFILE OF TYPICAL MTI

Rank: SSGT (E-5)
Age: 26
Military Service: 8 years
Marital Status: Married
Education Level: 12

TOUR LENGTH. Tour of duty for the MTI is 3 years, with a possible extension for an additional year. Normally, MTIs serve their entire tour as recruit unit trainers; however, occasionally an individual may volunteer for a related assignment within the BMTS when vacancies occur.

ASSIGNMENT BENEFITS AND CAREER INCENTIVES. Benefits and incentives derived from the MTI assignment are as follows:

- Leadership position/job satisfaction
- Stabilized tour

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P1291.5

- Supplemental uniform issue--valued at $102 (male), $51 (female) (An increase to $86 for females has been requested.)
- Special Duty Assignment (SDA) Pay: $50 per month while on MTI duty[14]
- Job related training program
- Prestige; i.e., MTI campaign hat, Air Training Command (ATC) Instructor Badge, status as MTI.

TRAINING

The training of MTIs consists of a 5-week course of instruction, followed by a 60 to 150-day period of on-the-job training with a recruit training flight, under the supervision of an experienced MTI.

PRE-SCHOOL ORIENTATION. During the period before MTI school start date, the following activities are prescribed for MTI candidates, time permitting:

1. Check condition of uniforms in accordance with appropriate guidance
2. Become familiar with SR 50-1, MTI Qualities, Mission, and Responsibilities
3. Observe a flight throughout first week processing
4. Observe initial personal property inspection and all briefings of new flight by instructor team (includes dormitory arrangement and clothes marking)
5. Observe and participate in parades (as Guide and Flight Sergeant only)
6. Observe retreats and participate
7. Observe individual and flight drill and participate under supervision
8. Observe physical conditioning activities
9. Observe confidence course run; man an obstacle with a qualified instructor
10. Observe Commanders Incoming Briefing
11. Observe instructor-trainee counseling sessions
12. Observe instructor maintenance of all applicable forms prescribed in SR 50-1
13. Observe flight dining hall procedures
14. Participate in dormitory inspection
15. Observe trainee performance evaluations.

CURRICULUM. The 5-week formal MTI course consists of 191 classroom/laboratory hours of instruction covering the following subjects: (See table C-1 for detailed listing of topics.)

SUBJECT	HOURS
Orientation	2
MTI Qualities	7
Instructional Methodology	69
Training Materials	2
Guidance and Counseling	20

[14] SDA pay is scheduled to increase, by steps, to $75 and $100, effective October 1978.

TABLE C-1. AIR FORCE MILITARY TRAINING INSTRUCTOR CURRICULUM

Length of Course: 5 weeks - 200 hours	Hours
ORIENTATION (2 hours)	2
MTI QUALITIES (7 hours)	
. Role of the MTI	3
. Uniform and Leadership Requirements	4
INSTRUCTIONAL METHODOLOGY (69 hours)	
. Laws of Learning (Theory)	1
. Communicative Process (Theory)	2
. Lecture Method	16
. Demonstration - Performance Method	50
TRAINING MATERIALS (2 hours)	
. Course Control Documents	1
. Lesson Plan	1
GUIDANCE AND COUNSELING (20 hours)	
. Transactional Analysis	4
. Individual Differences	2
. Counseling Techniques	13
. Referral Agencies	1
FIRST AID (3 hours)	
. Stop Bleeding, Treat for Shock, Perform Heimlich Maneuver	1
. Restore Breathing, Treat Cardiac Distress	1
. Identify Heat Disorders	1
DRILL (38 hours)	
. Command Voice	4
. Individual and Flight Drill Movements	9
. Flight Safety	4
. Squadron Drill	6
. Control a Marching Flight	13
. Drill Terminology	2
ARRANGE DORMITORY AND ESTABLISH DORMITORY SECURITY (2 hours)	2
FLIGHT ADMINISTRATION (7 hours)	
. Training Forms	5
. Monitor Trainee In-Processing	2

TABLE C-1. AIR FORCE MILITARY TRAINING INSTRUCTOR CURRICULUM (continued)	
PHYSICAL CONDITIONING (17 hours)	17
CONFIDENCE COURSE (1 hour)	1
MEASUREMENT AND CRITIQUE (15 hours)	15
COURSE CRITIQUE AND GRADUATION (6 hours)	6
Classroom/Laboratory Total	191
Commander's Calls/Briefings	9
TOTAL	200

First Aid	3
Drill	38
Dormitory and Security	2
Flight Administration	7
Physical Conditioning	17
Confidence Course	1
Measurement and Critique	15
Course Critique and Graduation	6

The instructional design for this course is group/lockstep. The course is designed to provide training for all airmen assigned to the Military Training Instructor (MTI) Special Duty Identifier (SDI) 99502. The course is approved by the Technical Training Section, Air Training Command, Randolph AFB, Texas.

POST-MTI SCHOOL TRAINING. Following successful completion of the formal MTI School course, the prospective MTI will be assigned to an on-the-job proficiency advancement program, in which he will observe and participate in the training of a recruit flight, under the supervision of an experienced MTI. This program may require 60 days for normal advancement, up to a maximum of 150 days, with the Commander's approval, for instructors who experience difficulty in achieving the required proficiency.

During his tour, the MTI is allowed to improve his instructional skills through attendance at the on-base Technical Training Instructor's School, on a part-time basis. Completion of this training counts toward award of a Master Instructor designation, although such training does not fulfill the entire requirement. (Also required are a combination of teaching experience, time in-place on current tour, off-duty educational accomplishments, etc. The program applies to all ATC instructors, and is not unique to MTIs.)

Currently, the BMTS is developing a follow-on training course, for MTIs with approximately 18 to 24 months experience, to introduce new procedures and techniques and to reinforce what was learned in the 5-week school.

PSYCHOLOGICAL RESEARCH. The BMTS is currently conducting annual psychological tests on MTIs in order to develop a "psychological profile" of the MTI. The objective is to determine if the profile changes over a 3 to 4 year period; i.e., does an individual get "burned-out" after a period of time in MTI duty?

DUTIES AND FUNCTIONS OF MTIs

The duties and functions of MTIs are outlined in the BMTS Job Proficiency Guide (JPG 99502) for Military Training Instructors, effective 1 February 1977. A generalized list of these activities is as follows:

1. Maintenance and Supply

a. Coordinate with the Unit Supply Custodian and Squadron Facilities Monitor regarding the timely maintenance of dormitories and other facilities requiring repair

b. Maintain supply discipline regarding administrative and janitorial supplies

c. Maintain accountability of squadron equipment (e.g., furniture, linen, canteens, pistol belts, safety equipment)

d. Conduct supply inventories as required.

2. Safety

a. Instruct, supervise, and evaluate trainees on safety practices/ procedures

b. Conduct weekly safety briefings; submit reports and maintain records as required

c. Conduct daily walk-thru inspections for fire hazards, ground safety hazards, and building maintenance; correct and report discrepancies as appropriate.

3. Supervision

a. Conduct orientation program for newly assigned personnel

b. Counsel individuals with personal or environmental problems or complaints; initiate corrective or referral action as appropriate

c. Initiate and maintain documentation pertaining to control roster and other administrative actions

d. Supervise and evaluate dining hall; physical conditioning (PC); drill; early morning, late evening, and weekend activities

e. Explain policies, procedures, and other directives.

4. Reception of Trainees

a. Obtain required recruit field jackets prior to arrival of flight; return excess to EMO Training Issue Unit. (All other clothing and uniform items are issued to recruits by clothing issue personnel.)

b. Prepare dormitory for occupancy prior to arrival of flight

c. Identify and insure proper disposition of trainees in the following categories:

- Trainees having had smallpox immunization within previous 30 days
- Trainees having a history of prior heat disorders.

d. Conduct and supervise equipment and clothing issue after arrival of flight

e. Conduct and supervise canteen disinfection

f. Participate in the initial personal property inspection conducted by supervisors (Section Supervisors or higher)

g. Insure trainees receive initial military law classes; submit a signed flight roster to insure individual attendance.

5. Trainee Briefings

a. Conduct and supervise briefings as required for Basic Military Training and Field Training

b. Conduct and/or supervise requirements for in-processing.

6. Marching Units

a. Identify and avoid locations where troop movement is prohibited

b. Observe the restriction of loud commands at specific locations

c. Identify and use the designated routes of march to required activities

d. Instruct and evaluate trainees on the procedures to follow in the event that someone becomes ill enroute to a designated location

e. Instruct Road Guards (Safety Precautions and Procedures).

7. Dormitory Arrangement

a. Instruct, supervise, and evaluate trainees on dormitory arrangement

b. Instruct, supervise and evaluate trainees in the area of general dormitory cleanliness (individual and group details)

c. Maintain dormitory bulletin boards and Authority to Enter Board in a current and comprehensive condition

d. Conduct and supervise daily inspections to insure proper dormitory preparation and maintenance in accordance with prescribed standards.

8. Dormitory Security

a. Conduct dormitory guard class and briefings.

9. Drill and Ceremonies

a. Teach terminology used with flight drill

b. Demonstrate proficiency in command voice characteristics, volume, projection, distinctness, inflection, snap, cadence, and pause

c. Instruct, supervise, and evaluate trainees in flight and individual drill

d. Perform in the required positions for Parades and Ceremonies.

10. Physical Conditioning Program

a. Brief purpose and requirements of the Physical Conditioning Program, facilities and equipment available, and scheduling restrictions

b. Discuss objectives of the U.S. Air Force Aerobics and Trainee Field Day Programs.

11. Instruct and supervise trainees in the following subjects

a. Physical Conditioning (PC) Rules of Conduct
b. Exemptions from PC Participation
c. PC Uniforms and PC Conditions
d. Personal Hygiene After PC Activities
e. Perform/Conduct Physical Fitness Exercises/Classes.

12. Maintenance of Training Records

a. Maintain Flight Rosters
b. Initiate, maintain, retire, and dispose of training records and forms.

13. Trainee Evaluation

a. Employ concepts, objectives, and methods employed in trainee evaluations and counselings

b. Conduct, supervise, and document results of trainee evaluations.

14. Identify special training requirements in the following areas:

a. Trainees in a limited training status (e.g., PC and Drill Waivers); insure proper utilization of time

b. Trainees with previous military experience; insure timely referral for possible bypass of BMT

c. Evaluate trainees in areas of memory work, acceptable standards, and objective periods.

15. Guidance and Counseling

Understand and employ the principles of:

a. Social Maturity
b. Individual Needs and Differences
c. Counseling Techniques

d. Personal and Environmental Problems
e. Upon observation of unsatisfactory progress in the training program, assign remedial training as required.

APPENDIX D

U.S. MARINE CORPS DRILL INSTRUCTOR (DI) PROGRAM

MISSION

The mission of the Marine Corps Drill Instructor Program is to provide Drill Instructor candidates with the skills and knowledge necessary to train male and female recruits in the basic military skills which will produce individual Marines who are smartly and highly disciplined, physically fit, well-trained in the basic knowledge of a Marine, and thoroughly indoctrinated in love of Corps and Country.

ORGANIZATION

Marine Corps Drill Instructors are trained and utilized for recruit training at two Marine Corps Recruit Depots (MCRDs)--Parris Island and San Diego. Each is under the direct control of the Commandant of the Marine Corps. Within the MCRD organizational structure, overall command is vested in the Recruit Training Regiment (RTR). The mission of the Recruit Training Regiment is to train recruits in basic military skills. In addition, the Regiment is responsible for conducting the Drill Instructor School in accordance with directives issued by the Commandant of the Marine Corps and the Commanding General of each Marine Corps Recruit Depot.

The Recruit Training Regiment is composed of a Regimental Headquarters, a Support Battalion, and the three Recruit Training Battalions. The Parris Island MCRD has an additional training battalion for women recruits. Subordinate units concerned with the Drill Instructor program are as follows:

- Regimental Headquarters. Recruit Training Regiment Headquarters consists of a Commanding Officer, Executive Officer, Sergeant Major, an Adjutant, Operations, S-3, and Logistics sections. At MCRD, Parris Island, the staff of the Drill Instructor School is part of the Regimental Headquarters. The functions of the RTR S-3 are further explained in the next paragraph.

- Regimental S-3. The RTR S-3 is responsible for the planning, scheduling, monitoring, coordination, and evaluation of the recruit training program. The S-3 section includes the following subsection:

  - Physical Training Unit. Administers and grades physical fitness testing; presents instruction in water survival, swimming techniques, and bayonet fighting; provides introductory instruction to recruits and Drill Instructor School students; operates and maintains the facilities used for such training.

- Support Battalion. The Commanding Officer of the Support Battalion is responsible for providing administrative support for the Regiment's permanent personnel as well as recruit personnel. Among its subordinate units at MCRD, San Diego, is the Drill Instructor School, which has direct access to the Regimental Commander for policy matters.

- Drill Instructor School. Provides selected noncommissioned officers with the knowledge, command presence, and instructional ability required to serve as Drill Instructor, MOS 8511. Also responsible for conduct of recruit training officers' orientation course for newly arrived company grade officers. The Director is guided by policy and directives issued by the Commandant of the Marine Corps; the Commanding General, MCRD; and the Regimental Commander. The Regimental S-3 exercises staff cognizance over the Drill Instructor School in matters of training. Policy matters regarding Instructor School are referred to the Regimental Commander. These matters may come directly from the Director of the activity or via the Commanding Officer of the Support Battalion (San Diego only).

- Recruit Training Battalions. Recruit Training Battalions conduct prescribed training for assigned recruits and assist in the processing and troop handling of recruits placed in a transient or graduate hold status. Each battalion is composed of a headquarters company and normally two recruit companies. Battalion headquarters includes the command section, adjutant, S-3, S-4, Chaplain, and personnel to perform routing and legal functions. It also contains the battalion transient platoon composed of a casual section and graduate hold section for the administrative control of recruits not assigned to a training series. The recruit companies consist of a company commander (captain), executive officer (lieutenant), a chief drill instructor, an assistant chief drill instructor, police and property NCO, and up to six recruit series (depending upon the number of recruits assigned for training). Each series consists of four platoons and is commanded by a lieutenant who has a lieutenant assistant and a series gunnery sergeant to assist him. Each platoon of 75 to 90 recruits is led by one senior Drill Instructor and two Drill Instructors. Officer supervision of Drill Instructors is at the series level.

SELECTION OF DRILL INSTRUCTORS

Selection and screening of candidates for Drill Instructor training is prescribed by Marine Corps Order (MCO) 1326.6 dated 2 February 1978 and reflects command concern relative to the importance and critical nature of the assignment. The experience gained from this and related duty assignments is considered an integral part of every enlisted Marine's career development pattern.

Marines assigned to Drill Instructor duty are normally selected by Headquarters, U.S. Marine Corps. Their selection is based upon a review of all information contained in their official record files. Commanders are then charged with the evaluation and screening of the Marines to determine their current overall qualifications for the assignment.

General Qualifications. To assist commanders in the screening of Marines for Drill Instructor training and assignment, the MCO contains: (1) a listing of the essential criteria to be met to qualify for the assignment, (2) specific traits that are sought in Marines selected for the assignment, and (3) a Financial Evaluation Summary worksheet to assess the candidates' current financial situation.

These criteria are summarized as follows:

- Corporal to Gunnery Sergeant (E-4 - E-7)
- Volunteer preferred but not mandatory
- Between 21 and 35 years old
- High school graduate (or GED equivalent)
- GCT 90 or above
- No court-martial; maximum of two non-judicial punishments (NJPs); only one in past 12-month period (can be waived, depending on circumstances)
- Medically fit for duty (includes physical exam, medical records check, and screening by medical officer for rigorous duty). Not overweight
- No alcohol-related or psychological problems
- Has not demonstrated an explosive/uncontrollable behavior
- Consistently passes the physical fitness tests (PFTs)
- Lives within his means; i.e., financially stable.

Performance/Personal Traits:

- Habitually carries out orders as directed
- Requires little or no supervision
- Positive self image; confident
- Proficient in primary skills; strives to improve
- Not reluctant to take on increased responsibilities
- Sets a good example for subordinates
- Excellent personal appearance; neat, well-groomed
- Ability to instruct
- Mature; believes in himself; works in harmony with others
- Stable family situation; spouse supportive; no undue family hardship foreseen
- Tolerant; leads by example; good listener.

Financial Evaluation Summary. The financial evaluation summary contains information that will assist commanders in counseling and screening Marines on their current financial situation. It is essential that a Marine be financially stable before being ordered to a special duty assignment.

The worksheet will include the following data:

- monthly income (available funds)
- monthly credit payments

After processing, the statement is destroyed or returned to the subject.

SCREENING AND PROCESSING

Initial screening and personal interview of enlisted Marines for Drill Instructor duty is the responsibility of the Commanding Officer who has access to the Marine's service record and health record.

Further screening, to include the establishment of a Screening/Interview Board, is conducted wherever practicable. Where possible, the membership of the board will include officer and/or enlisted personnel who have served at recruit depots.

Where no board can be conducted, command endorsements will indicate what level of screening has been accomplished in each case.

Commanders at all echelons are required to provide adequate information and instructions to Marines selected for, or requesting consideration for, Drill Instructor assignment. This includes general information and the career incentives offered by the assignment.

Further, commanders must ensure that a comprehensive program exists to publicize the assignment and to encourage qualified Marines to apply for the duty.

In this regard, commanders are encouraged to view each Marine in their command as potentially eligible for Drill Instructor assignment. Individual shortcomings or deficiencies should be noted early in the Marine's assignment, and counseling and guidance relative to correcting specific problem areas should be afforded.

Screening teams visit major commands (CONUS) semiannually. These teams are organized at the recruit depot level to identify prospects for Drill Instructor assignment and to present information sessions to as many personnel as practicable. Commands are encouraged to provide these teams the highest visibility and widest exposure practicable.

The screening process continues after the candidate's arrival at the recruit training depot. Interviews with candidates are conducted by MCRD personnel; the Taylor-Johnson Temperamental Analysis test is administered at

MCRD, Parris Island, and the Minnesota Multiphasic Personality Inventory is administered at MCRD, San Diego.

TOUR LENGTH. The tour length of a Drill Instructor at the recruit depots is currently 24 months. Voluntary requests for extended tours are decided at HQMC on a case-by-case basis.

PROFILE OF THE TYPICAL DRILL INSTRUCTOR

Rank: E-5/E-6
Age: 22 to 26
Years of Military Service: 6
Marital Status: Married
Education Level: 12 years

CAREER/RECRUITMENT INCENTIVES

Specific advantages accrue from satisfactory duty as a Marine Corps Drill Instructor. These include:

1. Promotion Prospects. A noncommissioned officer who has successfully served a tour of duty as a Drill Instructor is regarded as highly qualified for promotion as outlined in MCO P1400.29B, paragraph 3000.5J.

a. Sergeants and Above. In addition, the following statement is included in the briefing instructions to the Staff Noncommissioned Officer Selection Boards convened at this Headquarters: "A Marine who has passed the rigid screening process for assignment, undergone the rigorous training requirements for the duty, and successfully completed a demanding assignment as a drill instructor or recruiter has indicated that he/she possesses, to a high degree, the qualifications considered necessary for promotion. Unless there is evidence to the contrary, as a result of other assignments, a Marine who has successfully completed an assignment as drill instructor or recruiter will be considered as highly qualified for promotion to the next higher grade."

b. Corporals. To ensure that corporals, who are not within the purview of the Headquarters, U.S. Marine Corps Selection Board Program, receive the recognition accorded Sergeants and above, 100 points are added to their composite score.

2. Meritorious Promotions. The Commandant of the Marine Corps has delegated the authority to the commanding generals of the recruit depots to meritoriously promote Drill Instructors, corporal through staff sergeant, to the next higher grade.

3. Additional Clothing Items Allowance. All Drill Instructors are authorized a supplemental issue of organizational clothing, including six sets of utilities, six short sleeve shirts, and six pairs of polyester trousers.

4. Choice of Duty or Duty Station Upon Successful Completion of Tour of Duty. Enlisted Marines successfully completing a tour of duty as a Drill Instructor (billet MOS 8511) are authorized a duty station option to:

a. a type of duty

b. a duty station

c. a specific geographic area.

5. Proficiency Pay. A Marine assigned to duties as a Drill Instructor is authorized Special Duty Assignment (SDA) pay currently $50 per month.[15]

6. Free Laundry Service. Authorized (for organizational clothing only).

DRILL INSTRUCTOR TRAINING

Marines selected for Drill Instructor duty are issued orders to either Marine Corps Recruit Depot, Parris Island, South Carolina, or San Diego, California, for duty under instruction at Drill Instructor School for a period of about 8 weeks. Upon successful completion of the course, the Marine is then assigned to the depot as either a Drill Instructor or special subjects instructor.

The purpose of this training is to further develop the knowledge, physical condition, command presence, and instructional ability of selected noncommissioned officers (male/female) so that they will be able to successfully perform the duties of a Drill Instructor.

CURRICULUM. The Marine Corps Drill Instructor Course consists of 8 weeks (44 training days) of instruction. The following general areas of instruction are included in the school syllabus:

ACADEMIC SUBJECTS	Hours
Basic Military Subjects	23.0
*WM Basic Military Subjects	5.5
Administration	9.5
Standard Operating Procedures	59.5 = M,** 85.5 = WM
Recruit Evaluation	13.5
Leadership	21.0
Marksmanship and Weapons Mechanical Training	15.5
Close Order Drill	77.0 = M, 75 = WM
Physical Training	40.0
Individual Combat Training	39.5
Administrative Time	63.5

*WM = Woman Marines **M = Male
NOTE: See table D-1 for details of curriculum.

The physical training (PT) instruction is a progressive 8-week program desgined to enable students to effectively lead recruit PT. At the end of the Drill Instructor program, male students must run 3 miles in 24 minutes or less wearing combat boots. Women students must run 1.5 miles in 13 minutes or less.

[15] To be increased in October 1978.

TABLE D-1. MARINE CORPS DRILL INSTRUCTOR SCHOOL CURRICULUM

LENGTH OF COURSE: 8 Weeks		HOURS
1.	BASIC MILITARY SUBJECTS (23.0 hours)	
0101a	Marine Corps Uniforms	1.5
0101b	Wearing of and Caring for Marine Corps Uniforms	1.5
0101c	Inspection Techniques	1.5
0102a	Marine Corps History (1775-1915)	1.5
0102b	Marine Corps History (1916-1964)	1.5
0102c	Marine Corps History (1965-Present)	1
0103a	Introduction to First Aid	2
0103b	First Aid and Treatment of Heat Casualties	2
0104	Alice Pack	1
0105	Marine Corps Customs and Courtesies	1
0106	Interior Guard	1.5
0107	Sanitation and Hygiene	1
0108a	Fundamentals of Technical Military Instruction (TMI)	1
0108b	Preparation Stage of (TMI)	1.5
0108c	TMI Delivery Techniques	1
0108d	TMI Application Stage	1
0108e	The Use of Training Aids	1.5
2.	WOMAN MARINE BASIC MILITARY SUBJECTS (5.5 hours)*	
WM0201a	Clothing Regulations	1.5
WM0201b	Ironing Instructions	1.5
WM0202	Image Development	1.5
WM0203	Techniques of Inspection	1

* Topics with the prefix WM are for women Marines only.

TABLE D-1. MARINE CORPS DRILL INSTRUCTOR SCHOOL CURRICULUM (continued)

	3. ADMINISTRATION (9.5 hours)	HOURS
0301	General Administrative Forms	3
0302	Platoon Logs and RAMS Rosters	1
0303	Recruit Evaluation Cards	1
0304	Recruit Evaluation Marks	1
0305	Recruit Evaluation Form B:NPU (NeuroPsychiatric Unit) Evaluation Form	1.5
0306	General Administration	1
0307	Recruit Receiving and Administration Center Brief/Tour	1
	4. STANDARD OPERATING PROCEDURES (59.5 hours - M; 85.5 hours - WM)	
0401	Introduction to the SOP	1
0402	Supervisory Billets	3
0403a	Receiving/Platoon Processing	2
*WM0403a	Receiving/Processing, and Initial Instructions	2
0403b	Phase I Recruit Training Activities	2
WM0403b	Initial Instructions	2
0403c	Phase II and Mess and Maintenance	2
WM0403c	Training Weeks 1-5 Scheduled Activities	2
0403d	Phase III and Outpost Phase Tasks	2
WM0403d	Training Weeks 6-8 Activities	2
0404	Hot/Cold (Weather) S.O.P.	1
0405	DI Misconduct	1
0406a	The Mission of the Hospital Annex	1
0406b	The Mission of the Naval Regional Dental Center (NRDC)	.5
0407	A Financial Planning Program	1
0408	The Depot Inspectors	.5

* Topics with the prefix WM are for women Marines only.

TABLE D-1. MARINE CORPS DRILL INSTRUCTOR SCHOOL CURRICULUM (continued)

0409	RTR S-3 Brief (Scheduling Unit, Academic Unit, Field Training Unit, Individual Combat Training Unit	1
*WM0409	WRTC S-3 Briefing (Scheduling, Academic Instruction, Routing Command Operations)	1
0410	The DI Folder	.5
0411	SOP Review	1.5
0412	Recruiting Briefing	2
0413a	Recruit Training Observation (Shadow)	36
WM0413a	Recruit Training Observation (Shadow)	62
0413b	Recruit Training Observation Critique	1.5
5.	RECRUIT EVALUATION (13.5 hours)	
0501	Introduction to Recruit Evaluation	1
0502	The DI as a Counselor	2
0503a	Introduction to Problem Recruits	1
0503b/c	Problem Recruit Seminars 1 and 2	5
0504a	Depot Aptitude Board (DAB) Referral	1.5
0504b	The Special Training Branch	1
0504c	Interviewing and Evaluating Recruits	2
6.	LEADERSHIP (21.0 hours)	
0601a/b	Leadership Principles and Traits	4
0602	The RTR Approach to Recruit Training	1
0603	Introduction to Recruit Training Officer's Orientation Course	1
0604a	Sergeant Major's Leadership Discussion	1
0604b	Senior Drill Instructor/Series Gunnery Sergeant Leadership of Drill Instructors	2
0604c	Series Commander's Leadership of Drill Instructors	2

* Topics with the prefix WM are for women Marines only.

TABLE D-1. MARINE CORPS DRILL INSTRUCTOR SCHOOL CURRICULUM (continued)

0605a	CG's Leadership Discussion	1
0605b	CO's RTR/WRTC Leadership Discussion	1
0606	The Recruit Training Leader	1
0607	Taking Charge	1.5
0608	Professional Ethics and Self-Discipline	1
0609a	Self-Awareness Foundation for Leadership	1.5
0609b	The Recruit You Lead - Subject Leadership	1
0609c	Interaction - The Drill Instructor and Recruits	1
0609d	The Chaplain as a Staff Assistant in Recruit Training	1
7.	MARKSMANSHIP AND WEAPONS MECHANICAL TRAINING (15.5 hours)	
0701	Nomenclature of the Rifle	1
0702a	Assembly/Disassembly of M16A1 Rifle	1
0702b	Care and Cleaning of M16A1	.5
0703	Functioning of M16A1	1.5
0704a	Introduction to Marksmanship	1
0704b	Sling and Shooting Positions	1
0704c	Aiming and Sight Adjustment	1
0704d	Data Books	.5
0704e	Safety Procedures	1
0705	Weapons Battalion Tour	3
0706	Problem Shooters	1
0707	Field Firing the M16A1 and FAM Firing the .45 Cal Pistol	3

TABLE D-1. MARINE CORPS DRILL INSTRUCTOR SCHOOL CURRICULUM (continued)

8.	CLOSE ORDER DRILL (77 hours - M; 75 hours - WM)	
0801	Introduction to Close Order Drill	1
0802a-k	Individual Movement Without Arms	22
0803a-e	Individual Movement With Arms	11
*WM0803a-e	Platoon Movements	9
0804a-h	Platoon Movements	21
0805a-e	Conduct of Drill Movements	15
0806	NCO Sword Manual	1
0807	Color and Guidon Drill	2
0808	Parades, Reviews, and Ceremonies	2
0809	Methods of Teaching Drill	2
9.	PHYSICAL TRAINING (40.0 hours)	
0901	Introduction to Physical Training	1
0902a-b	Calisthenics, PT, and Conditioning Runs	20.5
0903a-b	Circuit/Interval Course Training	7.5
0904a-d	Obstacle Course and Calisthenics Running	6
0905a-b	The Confidence Course (0905a-No WM) (0905b-Not San Diego)	3
0906	Close Combat (No WM)	1
0907	DI Supervision of PT	1
WM0907	DI Supervision of PT	1
10.	INDIVIDUAL COMBAT TRAINING (39.5 hours)	
1001a	Organization of the FMF (Fleet Marine Force)	1
1001b	The Marine Rifle Squad	1
1002	Camouflage, Cover, and Concealment	1.5
1003a-b	Combat Formations/Hand and Arm Signals	2
1004a	Offensive Combat	2

* Topics with the prefix WM are for women Marines only.

TABLE D-1. MARINE CORPS DRILL INSTRUCTOR SCHOOL CURRICULUM (continued)

1004b	Squad in the Attack	2
1004c	Fire and Movement	1.5
1005a	Defensive Combat	2
1005b	Squad in the Defense	8
1005c	Observing and Reporting (Day)	1
1005d	Observing and Reporting (Night)	1
1006a	Individual Movement (Day)	1
1006b	Individual Movement (Night)	1
1006c	The Night Movement Course	2
1007a	Helicopter Borne Operations	1
1007b	Helicopter Borne Operations (Pract. Appl.)	1
1008a	Introduction to Grenades and Pyrotechnics	1
1008b	Grenade Training in Recruit Training	2
1009	Mines and Booby Traps	1
1010	Nuclear, Chemical, and Biological Warfare	1
1011	Conditioning Marches	5
11.	ADMINISTRATIVE TIME (63.5 hours)	
	Required Forms Processing	2
	Director's Welcome Aboard	1
	CG's Welcome Aboard	.5
	CO RTR/WRTC Welcome Aboard	.5
	School Regulations	2
	Squad Instruction Interviews	6
	Transportation Time	2.5
	ID Photos	1
	Squadron Orientation	2
	Uniform Inventory	1

TABLE D-1. MARINE CORPS DRILL INSTRUCTOR SCHOOL CURRICULUM (continued)

	Issue Rifles		1
	PMO Brief		1
	Contemporary Evaluation		1
	Process TAD Orders		1
	Housing Brief		1
	Battalion Assignments		.5
	Battalion CO/Sgt. Major Observation Brief		1
	Battalion CO/Sgt. Major Observation Debrief		1
	Motor Transport Brief/Test		2
	Rifle Turn-In		1
	DI Cover Issue		1
	Class Party		3
	Graduation Rehearsal		2
	Class Pictures		.5
	Course Critique		1
	Recovering of School Property		2.5
	Clean Barracks		1
	Graduation		1
	Admin Time		9.5
	PT Showers		13
12.	INSTRUCTIONAL EVALUATION OF COURSE		
XDI 0001	Course Pretest	Written	1.5
XBMS 0100	Basic Military Subjects Exam	Written	2
XBMS WM0200	WM Basic Military Subject Exam	Written	2
XSOP A 0400	Standard Operating Procedures Exam (Incl. Admin. and PT)	Written	2
XSOP A WM0400	WM SOP Exam (Incl. Admin. and PT) (Parris Island only)	Written	2

TABLE D-1. MARINE CORPS DRILL INSTRUCTORS SCHOOL CURRICULUM (continued)

XSOP B 0400 XSOP B WM0400	Recruit Training Observation/ Critique/Evaluation	Perf.	NA
XRE 0500	Evaluation of Problem Recruit and Composition of Recruit Evaluation Form B	Perf./ Written	NA
XLD A 0600	Squad Instructor Leadership Evaluation	Perf.	NA
XMWT 0700	Marksmanship/Weapons Mechanical Training	Written	2
XBMS 0108	TMI Presentations	Perf.	10
XDI 0002	Course Practical Posttest (GMS Practical Exams)	Perf.	2.5
XDI 003	Psychiatric Evaluation		.5

STUDENT TASKS PERFORMED AND MEASURED

1. Basic Military Subjects
2. Standard Operating Procedures
3. Evaluating Recruits and Writing Recruit Evaluation Form B
4. Marksmanship/Weapons Mechanical Training
5. Individual Drill Movements Without Arms
6. Individual Drill Movements With Arms (Not for WM)
7. Platoon Drill Movements
8. Conduct of Platoon Drill
9. NCO Sword Manual
10. Physical Fitness
11. Wearing of/Caring for Uniforms
12. Instructional Abilities

DUTIES AND FUNCTIONS OF DRILL INSTRUCTORS

Women Drill Instructors are utilized at the Parris Island Depot only, where all female recruits are trained.

Three Drill Instructors are assigned to each recruit platoon, which average 75 male trainees, or 50 female trainees. Recruit leaders are designated, through whom the Drill Instructors can work, to assist in the accomplishment of simple tasks. Scheduled training is conducted from 0700 to 1700, 6 days per week. Normally at least 2 drill instructors are continuously with each recruit platoon during training hours, every day except Sunday, and one is on stand-by duty at night.

The Senior Drill Instructor is responsible for the accomplishment of teaching, practical training, remedial teaching, and successful testing of all performance objectives. He is also responsible for the conduct and performance of his Drill Instructors.

Normally, each member of the three-man Drill Instructor team will rotate through 1 day of duty as Drill Instructor, a stand-by day, and a day off, as training permits.

In addition to the routine supervision and guidance provided by Drill Instructors, they participate in the presentation of recruit instruction in the following areas:

TYPES OF INSTRUCTION	PRIMARY INSTRUCTORS
General Academic Subjects	Academic Instructor and Drill Instructor
Physical Training/Swimming/ Close Combat	Series Commander/Physical Training Instructor/Drill Instructor
Individual Combat Training	Field Training Instructor and Drill Instructor
Close Order Drill	Drill Instructors

In other areas, when instruction is provided by special subject instructors, Drill Instructors are present as supervisors.

The senior Drill Instructor maintains a training record on each individual recruit in his platoon and reviews each recruit's overall progress upon completion of each phase of training and counsels him. This evaluation will be based on the written and practical test, result of inspections, and daily observations by the Senior Drill Instructor and his assistants.

A Platoon Log Book is maintained by the Senior Drill Instructor for each recruit platoon. This log, which is opened upon activation of the platoon and closed when the platoon is outposted, is composed of four sections: (1) Daily Log of Events/Incidents, (2) Pickup/Drop Log, (3) Sick Call Log, and (4) Members of Foreign Military.

APPENDIX E

U.S. COAST GUARD COMPANY COMMANDER (CC) PROGRAM

MISSION

Coast Guard Company Commander training is designed to prepare experienced petty officers to lead and develop recruits into the well-trained, well-disciplined men and women that are required by the Coast Guard. The Company Commander's example, his military bearing, appearance, and personality must generate the respect and obedience necessary to achieve results and to lead his trainees to dedication to duty, loyalty to country, pride in self and unit, and esprit de corps.

ORGANIZATION

The training of Coast Guard Recruit Training Company Commanders is conducted at Training Centers (TRACEN) located at Alameda, CA, and Cape May, NJ. Each is under the direct control of the Commandant, U.S. Coast Guard, an agency of the U.S. Department of Transportation.

A typical Coast Guard recruit training organization is composed of eight regular companies and three special purpose companies. Battalions include up to four companies. Each regular company consists of 30 to 60 men at Alameda and 30 to 60 men and women at Cape May, under the supervision of one Company Commander (E-6 or E-7). The three special purpose companies at Alameda are supervised by four Company Commanders. No female recruits are trained at Alameda. The Company Commanders are supervised by two senior E-7s and one E-8 at Alameda and one E-8 at Cape May. All are under the supervision of a Regimental Officer (O-4). Other personnel exercising supervisory functions in the training center organization typically include:

- Battalion Officer (O-1/O-2)
- Battalion Adjutant
- Regimental Officer (O-4)
- Regimental Adjutant/Drillmaster (E-8)
- Training Officer (O-5)
- Commanding Officer (O-6)
- Executive Officer (O-5)

SELECTION OF COAST GUARD RECRUIT TRAINING COMPANY COMMANDERS

Selection of Coast Guard Company Commanders is in accordance with the provisions of Coast Guard Personnel Manual (CG-207), Section 4-C-17. The assignment is one of several billets for instructors available to qualified petty officers at Coast Guard and Navy training activities. Assignment to duty as an instructor can result from an individual's request for such duty, or from the selection of an individual by his commanding officer for such assignment.

Although not specified in the Personnel Manual, Company Commanders are normally selected from the E-6 and E-7 pay grades and from Boatswain's Mate and Quartermaster ratings. The assignment is occasionally opened to other ratings. The first female Company Commander candidate has been selected to enter the Company Commander program during 1978.

GENERAL QUALIFICATIONS. To be considered for assignment to duty as an instructor a petty officer should:

1. Have demonstrated interest in teaching others
2. Be able to speak clearly
3. Have a clear record; no court martial (5 years) or NJP (2 years)
4. Have ability to work harmoniously with others
5. Possess sound judgement
6. Be military in bearing
7. Have a GCT of 55
8. Have no mark below 3.4 for P&L for the past 2 years
9. Be eligible for security clearance.

SCREENING AND PROCESSING. Requests for instructor duty are submitted by Form CG-4526 to Commandant (GPE) via the chain of command.

Commanding Officers are directed to use discernment in selecting or recommending applicants for instructor duty. Before endorsing an individual's request, the commanding officer must interview the applicant to ascertain whether he fully meets the qualifications of the paragraph above. His endorsement must include a forthright statement of his opinion of the applicant's potential as an instructor. If the individual is considered a good candidate for instructor duty but is not qualified in some specific requirement, the Commandant may consider a recommendation for a waiver. Commanding Officers must specifically identify requests as being from minority group instructor candidates.

No physical examination is required as a part of the selection process.

In addition to the interview by the individual's Commanding Officer, the applicant reporting for training is also interviewed by: (1) members of the TRACEN Military Indoctrination Staff, (2) personnel from the Training Center neuro-psychiatric staff, and (3) a Chaplain.

PROFILE OF THE TYPICAL COAST GUARD COMPANY COMMANDER

Paygrade: E-6 - E-7
Age: Late 20s to early 30s
Military Service: 8 - 15 years
Marital Status: Married
Education Level: 12 - 14 years

TOUR LENGTH

The normal tour of duty for Company Commanders is 3 years, with a possible extension for 1 year.

CAREER BENEFITS AND INCENTIVES

Upon successful qualification as Recruit Training Company Commander, the individual becomes eligible for:

- Special Duty Assignment (SDA) Pay: $30 per month
- A one-time supplemental uniform allowance of $80
- The award of an aiguillette as certification of his qualification.

No other specific career-enhancement or other benefits have been identified. However, strong command support has been given to the obtaining of desirable assignments for deserving Company Commanders completing their tour of duty.

TRAINING OF COAST GUARD COMPANY COMMANDERS

The assignment to duty as a Company Commander of recruits in training is one of the most important assignments that a Coast Guard Petty Officer can experience. In such an assignment, a man will have direct control and personal influence over more men than most Commissioned Officers will ever experience and with stronger effects and more lasting results. In a tour at the Training Center, a Company Commander will be responsible for the training of more than 1,000 trainees. The quality of his efforts will be felt throughout the service for many years. Assignment as a Company Commander will require the best and most thorough personal effort that a man can give. It is a challenging, responsible position, and can only be rewarding if the Company Commander is patient, observant, well versed in all aspects of his rate, and highly motivated.

The potential Company Commander is required to meet certain military requirements:

1. The potential Company Commander is assigned to a recruit company as an Assistant Company Commander for approximately 7 to 9 weeks of on-the-job training and indoctrination.

2. Upon completion of the indoctrination procedure, the potential Company Commander is examined on various subjects concerning recruit training and must demonstrate his proficiency in the Manual of Arms and Sabre Manual for the Regimental Adjutant. He must then demonstrate his proficiency in drilling a recruit company.

3. The Chief, Regimental Branch determines the overall qualification of the potential Company Commander.

4. Upon successful completion of the indoctrination program, the new Company Commander is awarded an aiguillette as certification of his qualifications by the Commanding Officer at the next recruit graduation cermeony. A request to initiate proficiency pay is then processed.

CURRICULUM. Due to the relatively few Company Commanders utilized by the Coast Guard (approximately 16 to 20 at each training center) and the low turnover rate

(4 to 5 each year at each center), no formal school is conducted. Instead, the candidates are provided with on-the-job training by experienced Company Commanders, while assigned to recruit companies as Assistant Company Commanders. They are required to complete a qualification checklist of activities and are examined as described above.

DUTIES AND FUNCTIONS

Company Commanders are responsible for the training, safety, and well being of their recruits. This requires constructive training techniques, the application of discipline as needed to correct individuals and to develop teamwork, the explanation and enforcement of military customs, guidance in financial matters, setting a proper example, insuring that recruits receive adequate and timely medical or dental care, insuring all recruits are paid on time, seeing that on-base recreation facilities are made available to recruits at authorized times, and providing assistance with personal problems.

Specific duties and functions include the following: The Company Commander will

1. Be responsible for compliance with the training schedule by all the men in his company

2. Instruct in military drill, personal and barracks maintenance, watch standing, and related military subjects

3. Maintain sufficient records to insure effective evaluation of individual trainees

4. Be cognizant of current instructions pertaining to recruit training

5. Strive to achieve a high degree of discipline, military proficiency, and esprit de corps among recruits

6. Review all demerits awarded to men of his company, and refer them with appropriate remarks to the Battalion Officer as necessary

7. Insure proper cleanliness and maintenance of all military property and maintain high standards of cleanliness and appearance of recruits

8. Counsel recruits on personal problems and, if necessary, direct them to the appropriate source for resolution of their problem

9. Conduct indoctrination and training classes to insure military readiness of recruits

10. Conduct formal training classes in accordance with the approved training schedule, utilizing approved lesson plans, training aids, etc.

ROTATION DURING ASSIGNMENT

Recruit Company Commanders may be, on occasion, rotated to other assignments during their tour of duty, such as special companies, Honor Guard, Battalion Staff, etc.

REASSIGNMENT FOR UNSUITABILITY

In recommending an unsuitable instructor for reassignment the commanding officer of the training command shall inform the Commandant whether the unsuitability is beyond the control of the individual or a result of misconduct, disinterest, or other reasons considered disqualifying.

Personnel evaluated as unsuitable for reasons beyond their control may request three districts for reassignment. When consistent with Service needs they will be assigned to one of these districts.

When an individual is recommended for transfer because of unsuitability, an entry shall be made on his service record, stating either that the unsuitability is a result of the individual's own action or beyond his control.

APPENDIX F

NAVY INSTRUCTOR SCHOOL CURRICULUM

OUTLINE OF INSTRUCTION	HOURS CLASS	HOURS LAB
UNIT 1.0 - INSTRUCTIONAL PLANNING (81 hours)		
Lesson Topic 1.1 - Theories of Learning	2.0	
Lesson Topic 1.2 - Instructional Systems Development	8.0	
Lesson Topic 1.3 - Analysis of Training Task	3.0	
Lesson Topic 1.4 - Learning Objectives	3.0	
Lesson Topic 1.5 - Criterion Tests	8.0	
Lesson Topic 1.6 - Methods and Techniques of Instruction	8.0	
Lesson Topic 1.7 - Lesson Topic Guides	6.0	18.0
Lesson Topic 1.8 - Instructional Media	6.0	10.0
Lesson Topic 1.9 - Professional Precepts of the Navy Instructor	2.0	
Lesson Topic 1.10- Student Factors Affecting Learning	2.0	
Lesson Topic 1.11- Oral Questions	2.0	
Lesson Topic 1.12- Listening Habits and Permanency of Learning	3.0	
UNIT 2.0 - PRESENTATION OF GROUP-PACED LESSONS (45 hours)		
Lesson Topic 2.1 - 2-Minute Introductory Talk		2.0
Lesson Topic 2.2 - Presentation of a 5-Minute Introduction to a Lesson		3.0
Lesson Topic 2.3 - Presentation of a 20-Minute Illustrated-Lecture Practice Lesson		8.0
Lesson Topic 2.4 - Presentation of a 30-Minute Illustrated-Lecture Practice Lesson		8.0
Lesson Topic 2.5 - Presentation of a 30-Minute Demonstration-Performance Practice Lesson		8.0
Lesson Topic 2.6 - Presentation of a 50-Minute Combination Illustrated-Lecture and Demonstration-Performance Practice Lesson		16.0
UNIT 3.0 - MONITOR STUDENT PROGRESS (10 hours)		
Lesson Topic 3.1 - Administration of Criterion Tests	2.0	
Lesson Topic 3.2 - Hierarchy of Human Needs, Theory and Motivation, Hygiene Theory, and Preventive Counseling	6.0	2.0
UNIT 4.0 - EVALUATION OF INSTRUCTION (4 hours)		
Lesson Topic 4.1 - Evaluation of Instruction	4.0	
	65.0	75.0
TOTAL	140 HRS	

APPENDIX G

PRESENT NAVY RECRUIT TRAINING INSTRUCTOR SCHOOL CURRICULA

Existing curricula of each of the three Navy Recruit Training Instructor Schools, as determined by a review of current master schedules, are described in the following summaries.

PRESENT RECRUIT TRAINING INSTRUCTOR SCHOOL CURRICULUM
RTC, ORLANDO

LENGTH OF COURSE: 4 Weeks

	PERIODS
ORIENTATION TO THE RTC (27 periods)	
Welcome (MCPO)	1
Overview and Orientation	1
RTC Tour	2
Observe Recruit Graduation	2
Visit Division	4
Scheduling	2
Chaplain Functions	2
Medical and Dental	1
Legal	2
Special Training Unit	2
Laundry Coordinator	1
RAD/Red Cross	1
Basic Military Orientation/Testing	1
RTC Instruction Test	1
Recruit Evaluation Unit	2
Enlisted Navy Recruiting Office (ENRO)	1
Recruit Records/Apprentice Training	1
*LEADERSHIP, MANAGEMENT (25 periods)	
Introduction	1
Methods of Personal Adjustment	1

* Also Human Relations Management (HRM)

LEADERSHIP, MANAGEMENT (25 periods) (continued)	PERIODS
The Concept of Needs	1
Human Values and Value Systems	1
Motivation	1
Communication Process/Active Listening	2
Filters to Effective Communication	2
Skills Involved in Effective Communication	2
Managerial Styles	2
Major Theories in Management	2
Applied Managerial Philosophies	2
Stress in the Recruit Environment	1
Sources of Stress and Effects	3
Introduction to Counseling	1
Active Listening in Counseling	2
Social Maturity	1

RECRUIT TRAINING UNIT ADMINISTRATION (20 periods)	
Company Commander Guide Orientation	1
Training Unit Organization	1
Standards of Conduct	3
Company Commander Responsibilities	1
Receiving and Forming a Training Unit	2
Recruit Watches	2
General Emergency Procedures	1
Forms	5
Recruit Evaluation System	2
Recruit Physical Fitness Program	2

BARRACKS MAINTENANCE, UNIFORMS, AND PERSONAL HYGIENE (25 periods)

	PERIODS
Housekeeping, Hygiene, and Uniform Wearing	4
Barracks Indoctrination	1
Bunk Makeup	1
Barracks Inspection Standing	1
Commanding Officer's Personal Inspection	1
Barracks Inspection Standards	3
Clothes Folding	7
Classroom Practical Tests	7

MILITARY DRILL (33 periods)

Introduction to Military Drill	2
Close Order Drill, Without Arms	3
Practice	3
Drill Formations and Movements	4
Practice	3
Special Formations	3
Manual of the Guidon	1
Manual of the Sword	1
Pass-in-Review Procedures	2
Marching Practice	4
Classroom Practical Tests	4
Marching Practical Tests	3

PHYSICAL FITNESS TRAINING (13 periods)

Physical Training (45 minutes)	13

	PERIODS
CONTROLLED PRACTICAL APPLICATION	0
None--Conducted after Graduation	
REVIEW, EXAMS, CRITIQUES (15 periods)	15

PRESENT RECRUIT TRAINING INSTRUCTOR SCHOOL CURRICULUM
RTC, SAN DIEGO

LENGTH OF COURSE: 5 Weeks	PERIODS
ORIENTATION TO RTC (32.5-33.0 periods)	
Class Indoctrination to RTC	1.0
Physical Training Brief (WS&PT)	1.0
Physical Conditioning Program	.5
Physical Exams	1.5
Drug Rehabilitation Center Tour	7.0
Cardiopulmonary Resuscitation (CPR)	6.0
Recruiting District and NRO West	2.0
Dental Services	1-1.5
Chaplain Presentation	1.0
Recruiting Officer Tour	3.0
Tour of Training Units #1 & #2	3.5
Captain's Welcome Aboard	1.0
Observe Recruit Graduation Parade	2.0
Staff Duties and Responsibilities	2.0
*LEADERSHIP, MANAGEMENT (35.5-36.5 periods)	
Introduction to LMT	1.0
Culture Shock	1.0
Overview of Content	1.0
Needs of the Company Commander	2.0
Company Commander's Role	2.0
Active Listening	2.0
Johari Window	1.0

* Also Human Relations Management (HRM)

LEADERSHIP, MANAGEMENT (continued)	PERIODS
Communication Theory	2.0
Counseling	2.0
Ego-Gram Survey (Info Dynamics)	2.0
Transactional Analysis	3.0
Games People Play	1.0
Structuring: Time and Strokes	1.0-2.0
Leadership and Human Values	2.0
Maslow	1.0
MacGregor's X/Y Theory	1.0
Managerial Grid	1.0
Navy End-Man	1.0
Time Management	1.0
Sources of Stress	2.0
Stress Models	1.0
Coping/Attitude Identification	1.0
Methods of Coping	2.0
Test and Critique	1.5
RECRUIT COMPANY ADMINISTRATION (18-23 periods)	
Receiving and Forming a Company	1.0
Company Organization	1-0-1.5
Bills, Watches, and Details	3.0-4.5
Forms, Records, Reports, & Responsibilities	8.5-10.0
General Regulations	.5-1.0
Evolutions & Functions	1.0
Legal & Discipline	1.0-2.0
Competitive System	1.0
Academic System	1.0

BARRACKS MAINTENANCE, UNIFORMS, PERSONAL HYGIENE (14.5-17.5 periods)

	PERIODS
Barracks Indoctrination	3.0-3.5
Recruit Uniform Regulations and Inspections	2.0
Special Uniforms	1.5-2.0
Recruit Locker Stowage	5.0-6.0
Bag Layout	1.0
Practice Locker Stowage/Bag Layout W/Recruits	1.0-2.0
Locker/Bag Performance Test on Recruits	1.0

DRILL (27.5-34.0 periods)

Introduction to Military Drill	1.0
Drill Formations	4.0-4.5
Close Order Drill	3.5-6.0
Infantry Maneuvers	4.5-6.0
Guidon and Saber Manuals	1.5-2.0
Inspection Procedures	1.0
Parade, Infantry	3.0
Infantry Practice W/Companies	6.0-7.5
Infantry Final Exam W/Companies	3.0

PHYSICAL TRAINING (20.0-21.0 periods)

Physical Training	20.0-21.0

CONTROLLED PRACTICAL APPLICATION (25.5-27.5 periods)

Recommended Shadow Program Briefing	1.0
Scheduled CPA	24.5-26.5
*Recommended CPA After Graduation, Prior to Company Pickup	112.0
REVIEW, EXAMS, CRITIQUES (21.5 periods)	21.5

* Not on Course Master Schedule

PRESENT RECRUIT TRAINING INSTRUCTOR SCHOOL CURRICULUM
RTC, GREAT LAKES

LENGTH OF COURSE: 5 Weeks

	PERIODS
ORIENTATION TO THE RTC (44 periods)	
Welcome Aboard (XO)	2
Introduction to Staff Training	1
NTC/RTC Organization and Regulations	1
Leadership at RTC	1
Tour of the Base	4
Drill Division Briefing	1
Ordnance Division Briefing	3
Physical Fitness Training Unit (PFTU) BFG	2
Postal Director	1
Academic Remedial Training (ART), Military Training Department, MCPO	1
Special Training Division	9
Legal Affairs	1
Materiel Briefing	2
Recruit Evaluation Unit (REU)	1
Dental Facilities and Services	1
Fire Fighting Training Unit (FFTU)	1
Medical Facilities and Services	3
Chaplain Briefing	1
Security Briefing	1
Career Information and Counseling (CIAC)	1
Cardiopulmonary Resuscitation (CPR)	6

*LEADERSHIP, MANAGEMENT (17 periods)	PERIODS
Overview	1
Recruit Guidance Program (RGP)/Career Information and Counseling (CIAC)	1
Human Goals/Exercises	3
Equal Opportunity/Drug Exemption Program	1
Communication (Briefing, Exercise, and Wrap-Up)	3
Problem Solving	1
Motivation (Briefing and Case Deduction)	2
Eye of the Storm (Film)	1
Process Needs	1
Drugs/Alcohol Abuse	4
RECRUIT COMPANY ADMINISTRATION (22 periods)	
Company Commander Responsibilities	1
Receiving and Forming a Company	2
Company Organization	1
Drop Conference	1
Recruit Watches	1
Standards of Conduct	1
Control of Common Diseases	1
Extra Military Instruction	1
Recruit Company Evaluation	1
Recruit Competitive Awards	1
Administrative Forms	10
Recruit Curriculum	1

* Also Human Relations Management (HRM)

BARRACKS MAINTENANCE, UNIFORMS, PERSONAL HYGIENE (18 periods)	PERIODS
Barracks Layout	2
Bunk Makeup	3
Stenciling and Clothes Folding	5
Bunk Dynamic by a Recruit Company	4
Locker Dynamic by a Recruit Company	4
DRILL (36 periods)	
Introduction to Drill	1
Drill Formations	2
Infantry Drill	2
Manual of the Cutlass and Guidon	2
Company Drill	8
Competitive Drill	7
Traffic Patterns	2
Student Drill	12
PHYSICAL TRAINING (19 periods)	
PT (30 minute periods)	16
PF Testing Program	3
CONTROLLED PRACTICAL APPLICATION (48 periods)	
CPA (Master Schedule)	48 hours
*CPA (Off Schedule and Weekends) (Max)	75 hours
REVIEWS, EXAMS, CRITIQUES (32 periods)	32

* Not on Master Schedule

APPENDIX H

PROPOSED PROCEDURES FOR SELECTION OF NAVY RECRUIT TRAINING INSTRUCTORS (RTIs)

Recommendations for RTI selection criteria, screening procedures, and processing of applications and nominations, to be defined in official CHNAVPERS and CNTECHTRA instructions, are as follows:

1. Criteria for Selection

- *Pay Grade: E-5 through E-7 (E-4 on waiver)
- *Age: 24 through 32
- Sex: Male and Female
- Rating: All
- *Physical Profile: PULHES[1] 121221
- Weight: Weight limitations in accordance with BUPERS 6100.2B
- Speech: Without impediment and clearly audible for commands
- *Disciplinary Record: No court-martial convictions; maximum two nonjudicial punishments (none in previous 12 months). No civil or military convictions involving moral turpitude
- *Performance record: Consistently above average during previous 3 years
- *Emotional Maturity: As determined by psychological/psychiatric, or medical evaluation; or through long-term observation of performance
- *Aptitude Test Score: General classification test (GCT) score or AFQT score (to be determined)
- National Agency Check (NAC)**: Completed or initiated
- *Psychological Tests: (Optional - to be determined)
- *Education: High School graduate or equivalent
- *Marital Situation: Stable

[1] (P) Physical condition, (U) Upper extremities, (L) Lower extremities, (H) Hearing, (E) Eyes, (S) Sanity (psychiatric)

* New or modified requirement (changes underlined)
** OPNAVINST 5510.1E, Article 7-1011.d.

- *Decisionmaking Ability: As observed, or as indicated by performance
- Leadership Experience: Desirable
- *Athletic Interest and Ability: Desirable
- Instructor Experience: Desirable
- Financial Stability: No history of financial difficulties
- Military Bearing and Appearance: Above average.

2. SCREENING OF RTI CANDIDATES

a. At Base of Origin

- *Each volunteer or nominee will undergo a comprehensive physical examination, to include the following procedures and determinations:

a. General state of health
*b. Completion of physical profile
c. Review of medical records
*d. Psychological/psychiatric evaluation
e. Physical fitness test
f. Weight within specified standards
*g. Physical Examination Report.

*The Personnel Officer to which the applicant/nominee is assigned will conduct a review of the individual's service records to determine his/her qualification for RTI duty, based on selection criteria. Full-length photographs of the volunteer/nominee (male - front and side view; female - 45 degree angle) will be procured.

Documentation resulting from the above processing will be forwarded to the Commanding Officer/Officer-in-Charge for his review and for inclusion in the applicant's/nominee's application file.

- *Each volunteer or nominee will be interviewed by his/her Commanding Officer or Officer-in-Charge, who will evaluate the candidate based upon the above criteria, and complete the Commanding Officer's Interview Checklist (see figure H-1 for proposed format).

Upon recommendation of the Commanding Officer/Officer-in-Charge, the application package will be forwarded to the selection authority (NAVPERS-5), with a copy to CNTECHTRA, Code N-6.

* New or modified requirement.

The Application Package will include:

- Commanding Officer's Interview Checklist/recommendation
- Candidate's performance evaluations for past 3 years
- Physical Examination Report, with Physical Profile
- Recommendations by Medical Officer and Psychologist/ Psychiatrist
- Physical Fitness test report
- Photographs of candidate
- Report of GCT/AFQT score (optional - as determined)

*CNTECHTRA (Code N-6) will review the copy of the application package to insure compliance with Recruit Training Instructor selection requirements. If discrepancies are noted, these will be reported to the selection authority (PERS-5). If approved, the package will be forwarded to the appropriate RTC.

When the candidate reports to the RTC for training, a review of records related to the candidate included in the application package will be conducted.

* New or modified requirement.

From: Commanding Officer, _____

To: Chief of Naval Personnel (Pers-5)

Subj: Recruit Training Instructor Candidate interview

Ref: (a) OPNAVINST

1. This is notification that (rate, last name, first name, middle initial, SSN) has (volunteered/been nominated) for duty as a Recruit Training Instructor (RTI). As directed by reference (a), the candidate has been personally interviewed by (me/my executive officer), is considered to be (qualified/not qualified) for RTI duty and is (recommended/not recommended) for assignment.

2. Responses to the below listed questions are provided:

	Yes	No
a. Possesses required grade, E-5 through E-7 (or E-4 on waiver).	____	____
b. Is 24 to 32 years of age or possesses sufficient maturity to justify a waiver in his/her case.	____	____
c. For RTI duty for personnel with 15 or more years of active service, a page 13 entry indicating their understanding that transfer to the Fleet Reserve will not be authorized prior to completion of a minimum of 36 months has been made.	____	____
d Has demonstrated outstanding leadership capability and has shown that (he/she) is sensitive to the needs of minority personnel.	____	____
e. Personal traits:		
(1) Emotionally stable. Possesses the ability to maintain self-control under all circumstances.	____	____
(2) Reliable. Capable of above-average performance with minimum supervision.	____	____
(3) Mature. Demonstrated sense and acceptance of responsibility.	____	____
(4) Has exemplary posture, with weight proportionate to height. Habitually wears and maintains (his/her) uniform in a manner befitting a petty officer.	____	____

Figure H-1. Commanding Officer's Interview Checklist (Proposed)

f. Personal History:

(1) No court-martial convictions; no more than two non-judicial punishments (none in past 12 months) ___ ___

(2) Any civilian or military offenses involving moral turpitude or negligence? ___ ___

(3) Financially stable. Any record of habitual failure to meet financial obligations? ___ ___

(4) Any intemperate use of alcohol? ___ ___

(5) Any undue personal hardships or family health problems which on a continuing basis would require absence from duty status? ___ ___

(6) Has been the subject of a favorable Entrance-National Agency Check/National Agency Check or a National Agency Check has been initiated. ___ ___

g. Physical condition:

(1) Is not plagued by minor illness requiring frequent visits to sick call. ___ ___

(2) No debilitating conditions which would restrict performance of duty as an RTI. ___ ___

(3) Does not exceed weight limitations as specified in BUPERSINST 6100.2 (series). ___ ___

(4) Demonstrates the physical stamina required to undergo and conduct rigorous physical training. ___ ___

h. Desires assignment to RTI duty (if no, give reason under remarks below). ___ ___

i. Any comments or recommendations (if so, include under remarks below). ___ ___

j. Remarks:

(Signature of Commanding Officer)

Figure H-1. Commanding Officer's Interview Checklist (Proposed) (continued)

APPENDIX I

PROPOSED CURRICULUM TOPIC: RECRUIT TRAINING UNIT INSTRUCTIONAL TECHNIQUES

BASIC INSTRUCTIONAL TECHNIQUES

Describes the six-part sequence of conducting recruit instruction, which includes describing the objective of the task to be learned; the safety precautions to be observed; the use of performance pretests; demonstration of the procedure for accomplishing the task, conducting practice sessions; and evaluation of performance.

TASK ANALYSIS

Describes methods by which tasks can be identified and broken down into elements or steps by which it can be taught. Also explains the use of resource materials.

METHODS OF PRESENTATION

Describes the methods by which the first four steps in the instructional sequence can be conducted (through demonstration). Explains the use of pretests in designating student coaches and peer instructors.

CONDUCTING SKILL PRACTICE

Describes the methods for conducting skill practice, including determination of approach, correct sequence, controlled and independent modes, special techniques, organizing for practice, and use of checklists.

CONDUCTING PERFORMANCE TESTS

Explains the procedures for conducting performance tests to insure that criteria are met; describes the two types of tests--checkout and skill evaluation.

PRACTICAL EXERCISES

Preparation and presentation of a complete training session.

TAEG Report No. 62

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Headquarters, Air Training Command (XPTIA, Mr. Goldman)
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Coast Guard

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CO, USCG Training Center, Alameda, CA
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